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525 Lexington Avenue
New York 17, New York
Plaza 9-8086, 8087

COVER PHOTO

California Governor Earl Warren receives a Booker T. Washington Memorial half dollar from Andrew F. Jackson, PR Director, Booker T. Washington Birthplace Memorial. The coins were authorized by an Act of Congress honoring Booker T. Washington, who, though born a slave, was elected to the Hall of Fame. This story inaugurates a new JOURNAL feature, Here's the problem—What would you do?, which appears on page 5.

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NOTED IN BRIEF . . .

• Now that PRSA has a code of ethical practice, what are the next steps leading to enforcement? Homer N. Calver, retiring Chairman of the "Code" Committee, who has led the study for three years, gives you a glimpse of what may be ahead for us.

• "Here's the Problem—What would you do?" begins a new JOURNAL feature that presents a hard nut to crack in a PR program—this time promotion of a commemorative coin—and invites suggestions for solution.

• A Frenchman looks at American public relations and finds the developments "prodigious." Member Stewart Schackne has translated this interesting commentary for JOURNAL readers.

• "How we did it" reports on the Hoover Committee program progress, and discusses use of showmanship in taking the issues to the people.

• Dean Howard LeSourd of Boston University's School of Public Relations has something to say about education for public relations work, and what the profession and PRSA should be doing about it.

• James P. Selvage writes about Washington PR problems and gives some pointers for businessmen and their public relations advisors who wish to maintain relations in the nation's capital.

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ARTICLES

Now that we have a Code—.....Homer N. Calver 3

Here's the problem—What would you do?...Andrew F. Jackson 5

How's your impact?.....R. W. Coffman 6
Swift & Company conducts pre-publication survey to determine best way to present "sales dollar" information to employees

Audio Visuals: Part II.....O. H. Coelin, Jr. 9

A store is born.....Mrs. Julia M. Lee 10

Prodigious development of public relations services in the United States.....Marcel Chaminade 12

How we did it.....Louis J. Burns, Jr. 14
Citizens Committee For Hoover Report generates interest by inviting local citizens to "sit around its cracker barrel"

Slack time can pay dividends.....David L. Keith 14
A PR counsel tells of opportunities for utilizing employees time during slack periods via research

An educator speaks.....Howard M. LeSourd 17

The Washington Jungle.....James P. Selvage 18

NEWS SECTION

PRSA develops pattern of cooperation with National Production Authority..... 20

Spring Board meeting set for Houston; 1951 Annual Meeting picks Chicago 20

REGULAR FEATURES

Book reviews 19 Membership postings 30

Chapter News Notes 21 People 22

Editorials 2 PRSA Calendar 20

Editor's Desk 28 The Hopper 32

Welcome to new members.... 23

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Words

WE LIKED SOME THINGS C. W. Phalen, public relations vice president of American Telephone & Telegraph Company, recently told members of the Investment Bankers Association.

Investment people, he pointed out, still use words and phrases in their communications that will never convey much meaning to the public. Take "the engineering aspects of a revenue bond project" for example, or "build a well-selected and diversified portfolio." Such terms mean something to investment bankers, and a few others who deal with them regularly, but they are meaningless to most people outside the banking and investment business. And that's one reason why that business is so widely misunderstood.

Communication, he also said, begins with employees. "You just can't have good public relations in a business like ours or yours unless the employees know what their company stands for and consider it their job to tell the company story to the public."

And, he might have added, telling the story to employees is a special kind of business, too. Talk jargon to employees and you won't be understood, either.

Preparation for Public Relations

THE RECENT salutary, though bewildering, discussions about education for public relations seem to us to bring out one point strongly: public relations people must, above all, be able to express themselves clearly and interestingly in writing and in talk. This suggests that training and experience in writing and verbal expression is almost basic to the practice of this profession.

This "discovery" certainly jibes with common sense and ordinary experience—and maybe helps to cut through some of the fog about what public relations is and does. A public relations man who can't write or speak well—and who can't help others to do so—isn't likely to be much of a public relations man. It isn't any accident that so many of today's successful practitioners are former newspaper, magazine or advertising writers. Those professions were their schools, and our guess is that a large proportion of effective public relations people will continue to come from newspapers, magazines and ad agencies.

It seems to be so in other countries, too. Our esteemed contemporary, the *British Journal of the Institute of Public Relations*, recently reported on a survey by Lex Hornsby, Director of Public Relations of the Ministry of Labour, on the backgrounds and viewpoints of 60 leading public relations men in England. Mr. Hornsby found that of 60 public relations leaders in England, 30 had come into their professional work through the route of journalism, and 11 through advertising and publicity.

When asked what advice they would give a young person wishing to prepare for a public relations career, 29 of these same British public relations men suggested editorial experience. Twenty-one urged advertising or publicity. Experience in personnel and welfare work got seven votes. Only four urged experience in the business to be served as an important requirement.

Government Inconsistency Harvests Editorials

FORTUNATELY FOR ALL CONCERNED, people—and editors—are generally much smarter and better informed on essentials than some folks think they are.

A fine case in point is the surprising harvest of editorials resulting from last August's announcement that du Pont had been called upon to design, build and operate facilities for the production of materials for atomic weapons, and had accepted on the understanding that it would receive a fee of no more than \$1 for the job.

Compilation of editorial comment on that story shows that almost every editor in the country caught the ironic inconsistency of the administration's current attitude toward du Pont: simultaneously attacking the company through anti-trust actions for being big and able, and appealing to the Company to take on the atomic assignment, because it is big and able.

The newspapers of the country—and their readers—maybe have a better grasp of the issue of bigness than some recent measurers of the effectiveness of public relations communication might think. Editorial writers got the point instantly, though, press association stories on the atomic matter, with one exception, made no reference to the du Pont anti-trust suits.

Now that we have a Code—

By Homer N. Calver

Chairman, PRSA Committee on Standards of Professional Practice

AT ITS THIRD ANNUAL MEETING, the Public Relations Society of America adopted a Code of Ethics. This act marked the conclusion of three years of study. It also must mark the beginning of a new period of activity. The mere existence of a Code will not, by itself, give to public relations the professional standing which was a major objective in the formation of the Society. Continuing activity is called for along two lines.

First it is to be anticipated that with further study the Code may be rewritten, by incorporating new provisions and perhaps improving its style.

The present Code was necessarily a compromise between the views of the perfectionists and the anarchists—between those striving for ideal if not idealistic behavior and those who wanted no Code at all. It thus represents a middle-ground, having the support of the majority of the members. In a democratic organization, it is necessary for policy decisions to be made on such a basis. Yet there are many serious problems of professional conduct which this Code does not resolve. Should public relations counsellors advertise or should they not advertise? Is it ethical to pirate employees from one's professional colleagues? Is public relations a competitive business in which we are free to try to take customers away from one another, or not? These are samples of the kind of questions which will need to be resolved in time.

In addition to revision of the Code, there is the problem of securing acceptance of it, both within the profession and among those who use or deal with public relations people. The fact that public relations has a Code of Ethics is certainly unknown to most users of public relations and will be surprising to many. Although this may not be flattering to us, it is a fact to be accepted and met. Part of the Society's job, therefore, is to let it be discreetly but extensively

known that public relations is at least on the way to becoming a profession and that this Code is a part of that process.

Second, acceptance of the Code in practice (as against theoretical acquiescence) will call for the development of additional machinery within the Society. Some glaring examples of questionable ethical practice have been already commented on by members. Everyone hopes, of course, now that we have a Code, similar practices will entirely disappear. But the situation probably calls for a somewhat more realistic approach. Even aside from deliberate malpractice, there is always the question of misunderstanding, and there is need for machinery to hear both sides of any case so that those who may be accused of malpractice may be exonerated if they deserve it. Furthermore, the existence of enforcement or disciplinary machinery should be an influence to discourage malpractice since all can feel that the existence of such machinery will help to protect them from the malpractice of others. At the same time, such machinery would provide a court in which one accused of

malpractice might be heard so that slanderers and would-be slanderers would not go unanswered.

These are problems that other professional groups have dealt with for a long time. The medical profession, particularly, has advanced perhaps further than any other group in working out methods to meet the problem of ethical professional practice.

In general, they have found that there are two kinds of complaints to be dealt with:

(1) Complaints arising from within the profession itself of other members of the profession. These complaints may be made by a member as an individual or by a committee or other organizational element in a professional society.

(2) Complaints arising outside of the profession. These may be made by an individual or an organization which may or may not have used the services of a member.

Three stages of discipline are common:

- (1) Censure.
- (2) Suspension of privileges of membership.
- (3) Expulsion from the Society.

The severe effect of censure, especially if such censure, even though privately communicated, becomes known, is such that the other measures of discipline are not likely to be important measures of discipline in our Society until privileges of membership become much greater. In time, they may become as important for us as they are in the medical profession, for example, where expulsion from Society membership sometimes results in dismissal from hospital and academic appointments.

The machinery and procedures which this Society should adopt is a question for study this year. The following outline may serve for purposes of discussion. This outline has been adapted from the plans and procedures of other organizations and has been studied by the Committee on Standards of Professional Practice.

Mediation Committees

There might be established in each chapter a Mediation Committee (called a Grievance Committee in some organizations). This Committee could be appointed by the Executive Committee or other governing body of the Chapter, with provision for rotating memberships. It should probably be a Committee of not



Homer N. Calver

more than five and possibly three. This Committee would receive all complaints of unethical practice arising outside of the profession. In many cases these complaints might reflect only a misunderstanding. ("One of your members misquoted me in a release." "One of your members didn't return some photographs I loaned him.") Many trivial complaints could be disposed of by a tactful chairman of a Mediation Committee with a couple of telephone calls or a letter or two. All grievances of whatever nature, however, should be reported to the full committee and the committee itself should make periodic reports to the governing body of the Chapter.

Board of Censors

More serious complaints would be held for consideration by the Mediation Committee in a meeting. If, in the opinion of the Mediation Committee, the circumstances warranted, the Committee would undertake to assemble the facts and exhibits relating to the case, presenting these to a specially designated body in the Chapter. This body might be known as a Board of Censors, Board of Review, Chapter Ethics Committee, or it might be the Chapter Executive Committee itself. This Board or Committee should be one, however, that has been elected by the membership, with an understanding of the duties it is to perform. When the case has been presented to this Chapter Committee or Board, the Judicial Committee (see below) of the national Society should be informed at the same time. The Chapter Board of Censors (or whatever it may be called) would review the case, give the accused a full opportunity of being heard, and on the basis of its judgment of the facts, either (a) wholly exonerate the member concerned, or (b) recommend to the Executive Committee the disciplinary action which should be taken. The disciplinary power of the Chapter Executive Committee would be limited to private censure. If the Board of Censors recommended more severe discipline and this recommendation were approved by the Executive Committee of the Chapter, the case would then be referred with the recommended action to the national Society.

The Chapter Board of Censors would be also the body of original jurisdiction with respect to all complaints arising between members of its chapter. It would serve both as arbiter and as jury. If, as a result of serving in this capacity, it felt that disciplinary action was called for, with respect to either or both the

complainants, it would make its recommendations to that end to the chapter Executive Committee.

National Judicial Council

The by-laws of the Society might provide for the establishment of a national Judicial Council, elected by the membership on the nomination of the Board of Directors. The duties of such a Council would be:

(1) To receive and review cases referred to it from the Chapters.

(2) To make such additional inquiries with respect to each case as the situation seemed to warrant.

(3) To approve, disapprove or amend recommendations from the Chapter as to disciplinary action.

(4) To recommend to the Board of Directors all disciplinary action more severe than private censure, it being understood that any disciplinary action beyond private censure must have the approval of the Board of Directors.

In addition, this Council might well be assigned responsibility for handling certain internal Society problems, such as—

(5) To consider disputes that might arise between Chapters, recommending what action, if any, should be taken by the Board of Directors.

(6) To consider disputes which arose between a member and his Chapter or a member and another Chapter, with power of decision in certain instances and power of recommendation to the Board for action in other instances.

(7) To receive, review and investigate claims of unethical conduct by any of the officers of the national Society, the members of the Board of Directors, or Executive Committee of the Society and its Chapters.

(8) To constantly study the Code of Professional Practice of the Society and from time to time make recommendations for its revision.

In all of the foregoing, arrangements would necessarily be made to eliminate from the proceedings any member of a Mediation Committee, Board of Censors, Chapter Executive Committee, national

The hallmark of a profession is its insistence upon moral standards which are appreciably higher than those which obtain in the world at large.

WILLARD L. SPERRY
The Ethical Basis of
Medical Practice

Judicial Council, national Board of Directors, or member of any other group involved in the judicial procedure where that individual himself was involved in the case. The foregoing procedure assumes that at all steps the member who is being complained of, either by some one outside the profession or from within the Society, shall have ample notice and ample opportunity to present his side of the case and that except for the discipline of private censure, which may be exercised at Chapter level, he shall have the right of appeal at all stages up to the Board of Directors of the Society.

In addition, there would be firmly imbedded in the by-laws the basic tenet of American judicial attitude that the accused is deemed innocent until evidence proves otherwise.

In brief, such machinery would provide a simple method at the Chapter level for handling minor problems. The knowledge that such machinery exists, and the tactful handling of situations by the Mediation Committee could serve as important factors in establishing confidence in the profession. The Mediation Committee is, in effect, a listening post for the profession in the community. The plan also provides for a hierarchy of reviewing bodies calculated to protect the interests of the individual.

There remains to be considered how the problem of handling complaints and enforcement of the Code of Professional Practice could be dealt with outside of Chapter areas until such time as the whole country may be included in such areas. With limited travel funds making it difficult to get on-the-spot information, it would be necessary to adopt certain expedients for the time being. These expedients can best be developed under the auspices of the national Judicial Council.

It could be provided that all grievances, complaints or charges arising either from without or within the profession which do not relate to a member of any established Chapter would be received directly by the national Judicial Council. This Council would be empowered to appoint temporary deputies with the advice of the regional vice presidents, looking to these deputies to assemble information for it, with the understanding that the Judicial Council would take no action of any kind until it was assured that it had collected all necessary evidence, not only from its deputies but from other sources as well. Deputies might be designated on a per

(Continued on Page 17)

Here's the problem— What would you do?

By Andrew F. Jackson

Director of public relations

Booker T. Washington Birthplace Memorial

The case history on the commemorative coin project sponsored by the Booker T. Washington Birthplace Memorial is yet to be completed, and written. The work is not finished. But at this point, late in the coin development program, PRSA member Andrew F. Jackson poses some problems that should claim the attention of America's public relations people—as a worthy public service effort seeks an effective solution to finish the job.



DID YOU EVER come up with what you, and a lot of other people, thought was a sure-fire hit; a seven day wonder—only to find out months later that you had grabbed a bull by the horns and couldn't let go—and your wonderful idea turned out to be a five-year itch?

If you haven't, you'll probably live to a ripe old age.

I am sure that everyone connected with the sale of the Booker T. Washington Memorial Half Dollar has gained invaluable experience in selling intangibles. The 79th Congress in 1946 wishing to honor this pioneer educator and ambassador of goodwill, authorized the minting of 5,000,000 commemorative coins, to be sold at a premium. The time limit was five years.

Between December 1946, when the first coins were issued, and November 1950, about 1,800,000 have been sold. The balance must be sold by August 7, 1951.

There have been compensations for

all the headaches and heartaches, however. Income from the sale of these

[PUBLIC LAW 610—79TH CONGRESS]
[CHAPTER 763—2D SESSION]
[H. R. 6528]

AN ACT

To authorize the coinage of 50-cent pieces to commemorate the life and perpetuate the ideals and teachings of Booker T. Washington.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That to commemorate the life and perpetuate the ideals and teachings of Booker T. Washington, a great American, there shall be coined by the Director of the Mint not to exceed five million silver 50-cent pieces of standard size, weight, and fineness and of a special appropriate design to be fixed by the Director of the Mint, with the approval of the Secretary of the Treasury; but the United States shall not be subject to the expense of making the models for master dies or other preparations for this coinage.

coins has enabled the Booker T. Washington Birthplace Memorial to establish two vocational-agricultural training schools; one agricultural service center; completely mechanize and stock a 560-acre farm; modernize old buildings and construct new ones; indoctrinate thousands of Negroes with new concepts of industrial education; and secure greater appreciation for the ideals and teachings of Booker T. Washington. In three years we have brought a bright, new future, brimming with golden opportunities, into the lives of hundreds of traditionally low-skill, low-wage earners. They have been transformed into competent, skilled craftsmen; assets to their community, state and nation.

Nor can we forget the magnificent cooperation extended our cause by our largest daily and weekly newspapers. They ran stories and pictures about the coin and the project. Many sold coins directly to their readers as a public service. We broke many precedents in trying to solve distribution problems. Banks, chain stores, churches, schools and railroad stations were used with varying degrees of success.

From the beginning we believed the American public would accept a novel means of contributing to a worthy cause; that a shiny, new commemorative historic half dollar—honoring Booker T. Washington, who rose from slave cabin to hall of fame, would be accepted as a "symbol of democracy," and therefore have wide appeal.

Most of the coins sell for one dollar, and since fifty cents of this amount goes to the U. S. Treasury, there is very little left for advertising and selling expense. When we found out that our selling cost averaged 27¢ per coin, it was indicated that some new methods must be found. This is where the bull enters the picture. We can't drop a program, geared to the needs of the people and meeting the demands of industry merely because we haven't been able to solve a tricky distribution problem.

In a campaign of "helpfulness toward others" we are extending a helping hand to other charitable organizations who can sell these coins directly to the public on a fifty-fifty basis.

Lately we have added a few new wrinkles. Log cabin banks, key chains, plastic paper-weights, letter openers, greeting cards are novelties which we hope will solve the selling problem and provide balm for a five-year itch.

But we still have a big problem. What would *you* do?

How's your impact?

Swift & Company conducts pre-publication survey to determine best way to present "sales dollar" information to employees

By R. W. Coffman

Marketing and sales research division
Swift & Company

HOW TO COMMUNICATE IDEAS to others is the common problem of all public relations men. Completely satisfactory ways of communicating ideas may never be reached. But Swift & Company recently made an interesting attempt to solve one of its communication problems.

The company was faced with this puzzle: a readership survey of its employee publication hinted that the annual presentation of sales dollar information was not getting across to the employees. This fact checked with other survey results on employee ideas of profits.

To provide a basis of factual evidence that might suggest better methods to tell the story, Swift's commercial research department conducted a second survey. This time the sales dollar presentation was tested *before publication*. One of the company's meat packing plants was selected. The objective was to determine the best way to present a "sales dollar."

The test was limited to the four copy treatments shown in Charts I to IV. Chart I was used in the previous annual Report to Employees and the Yearbook for shareholders. Chart II is a simplified

treatment of the "cents per dollar" concept of Chart I. Charts III and IV are radical departures from I and II. They are based on a three-part division of dollar income *after* all other expenses.

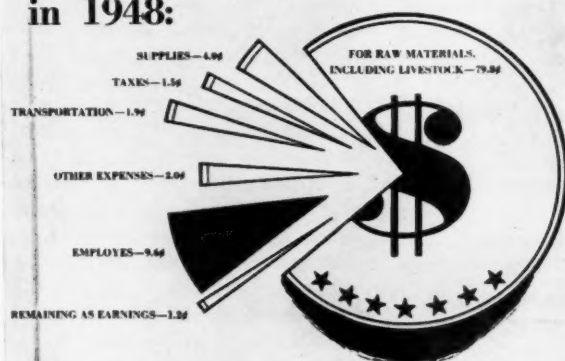
Other ways of treating the same topic of course might be by a percentage breakdown or by an operating statement using total dollars received and spent, but the above methods were the ones we used in the test.

The techniques used in this survey were not designed to measure readership or even to predict it, but rather to reveal the extent to which a given set of facts would be retained by the average plant employees. We wanted to know if methods of presentation make the relationship between facts readily apparent.

We learned five main things from the study:

1. Each idea must add to a whole or unity. Each part must fit logically and add up to one or one hundred.
2. The number of ideas which can be successfully projected pictorially will not exceed four on any one page.
3. The association between the idea and the symbol must be simple and clear.
4. Copy must be short.

Here's what happened to Swift's average sales dollar in 1948:



In other words, to create a dollar's worth of product, we paid:

- 79.8 cents for raw materials, including livestock
- 9.6 cents to employees
- 4.9 cents for supplies
- 1.9 cents to transport our products
- 1.5 cents in taxes
- 2.0 cents for other expenses

This left 1.2 cents of each dollar of product sold as a return on the shareholders' savings invested in the business. Not all of the 1.2 cents was paid out in dividends; .3 (1/3 of 1 cent) was set aside as reserve for future needs.

I... largest single difficulty was the inability of the average employee to read decimal points.

HERE'S WHAT HAPPENED IN 1948 TO OUR AVERAGE DOLLAR RECEIVED FROM SALES



II... the gremlin cartoon created the most bewilderment... appeared to be unattached to "profits."

Here's what happened
in 1948 to the money we
received in our business :

AFTER WE BOUGHT livestock
and other raw materials, supplies
and services from persons out-
side the company, WE HAD LEFT



298 MILLION DOLLARS

EMPLOYEES

INCOME TAXES

PROFIT



III... the cow copy example failed to be grasped by
34 percent of the respondents.

5. Labels and terms must be brief and
familiar.

Trained research men questioned four
separate groups of hourly-paid em-
ployees.

The first step in interviewing was to
orient the employee to the subject and to
learn his initial level of knowledge of
company finances. Next he was shown
only one of the four test alternatives.
The reason for this is that the level of
knowledge and, therefore, the basis for
measurement is changed if the employee
is asked to judge or compare successive
test copies.

After the employee had read through
the copy, it was withdrawn and the
"impact" was measured. This was done
by questions designed to bring out sal-
ient facts of the copy.

The responses were tabulated to meas-
ure: (1) the total number of ideas
"played-back," (2) the number of times
each idea was "played-back," (3) the
sequence, accuracy and frequency of
points "played-back" and (4) the points
of confusion arising from the copy ex-
posed.

The relative "impact" of each of the
four alternatives tested was roughly
equal. Therefore, it became important
to identify the points in each exhibit that

tended to confuse or were not immedi-
ately clear to the people tested. Each
test copy confused about one out of
every three persons in some respect.
Lack of simplicity was the main source
of confusion. Lack of clarity or the diffi-
culty with which the ideas could be
grasped was another major source of
confusion.

Thirty percent were confused by one
or more items in Chart I. The largest
single difficulty was the inability of the
average employee to read decimal points.
Accounting terminology and the large
number of categories brought about most
of the remaining confusion.

Thirty-nine percent confused one or
more items on the cash register copy
(Chart II). The gremlin cartoon, which
appeared to be unattached to the label
"profits" or to the 1.2¢ profit figure, cre-
ated the most bewilderment.

Two different treatments of a single
idea are found in Charts III and IV.
Based on a three-part division of dollar
income after all other expenses, they
have the \$298 million dollar base in
common.

The cow copy example (Chart III)
failed to be grasped by 34 percent of
the respondents. Half of those con-
fused by the chart did not understand

HERE'S WHAT HAPPENED IN 1948 TO THE MONEY
WE RECEIVED IN OUR BUSINESS :

After we bought livestock and
and other raw materials,
supplies and services from
persons outside the company

WE HAD LEFT :

298 MILLION DOLLARS

FOR

EMPLOYEES
244
MILLION
DOLLARS

INCOME TAXES
26
MILLION DOLLARS

PROFITS
28
MILLION DOLLARS



IV... the stacks of coins copy created the most confusion. 39
percent were doubtful of the meaning of some portion of it.

the "\$298 million dollars" base. Some
thought it was total income, others
thought it was total sales, gross profits,
cost of raw materials, taxes, or net
profits.

The stacks of coins copy (Chart IV)
created the most confusion. A total of
39 percent of all persons interviewed
were doubtful of the meaning of some
portion of it.

The confusion that arose over the two
divisible income treatments (Charts III
and IV) was the failure to establish im-
mediately an easily recognizable base
for the division. This was clearly in-
dicated when the \$298 million dollar
figure was repeatedly confused as total
sales, total gross profits, a total cost of
raw materials, and total taxes.

A respondent who had just been ex-
posed to the cow copy (Chart III)
answered the question, "What did you
see on that page?" in this manner: "I
saw how much the total outfit came to
and how much was paid to Uncle Sam
and so much left to Swift & Company's
sub-treasury. It mentioned how much
they took in for the whole year, \$288
million for the whole outfit, \$27 million
by Uncle Sam and \$28 million by
Swift."

Look at Chart III yourself and see how accurate he was.

Note that the figures are approximately correct but that the identification of the base as total sales "for the whole outfit" is completely wrong.

In the cash register copy (Chart II) the failure to associate the \$1 sale with the cents breakdown of expenses is a major weakness. The reading of 1.5¢ for taxes as \$1.05 is typical of the confusion arising over the decimal points.

It is from this welter of facts that the first conclusion was reached: the copy must be so designed that it is readily apparent at a glance that it adds up to unity or a whole. In this respect, the sales dollar chart has the advantage.

The second finding (the number of ideas which can be successfully projected pictorially should be limited to not more than four) emphasizes that the pictorial point of diminishing returns is quickly reached. The more you put in copy such as this, the less information you can get across. One pictorial idea on a page will be readily understood by almost everyone. A majority of readers will understand four. Beyond that, the survey clearly pointed out, few readers will absorb additional facts.

Point three, that the association between idea and symbol should be simple and clear, became apparent early in the study. For instance, the gremlin in the cash register copy was attention-getting but confusing. Time and time again the respondents were puzzled. Such replies as, "What's the 12¢ for?" and "I don't know what it meant," arose continually. One man drove the point home with just three short words, "it ain't clear." Symbols are capable of carrying the entire general idea, but only if they are both clear and simple at a glance.

The fourth point emphasized by the study is one that we all realize is true but often fail to heed. It is, copy must be short. This was clear from the way

respondents skipped the explanatory text of Charts III and IV.

Many of us are lazy at heart. Therefore, we tend to avoid the fine print. We are a people accustomed to headlines and leads that tell the complete story. No matter how clear or unified the text may appear, we often hesitate to dig deeper than the headlines. The survey found that if you keep your copy short it will have a better chance of getting across.

Politicians and cartoonists have long exploited the fifth point: labels and terms must be brief and familiar if they are to be understood. Accountants, hewing to the strict definitions of their craft, are understandably reluctant to have formal accounting definitions violated outside their craft.

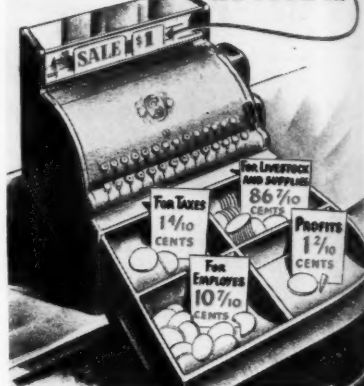
To illustrate the point, accountants may know exactly what a sales dollar is. But when respondents were asked, "What does the term 'Average Sales Dollar' mean to you?" about one in three defined it as an expense concept, one in four as a sales concept, and one in five gave no answer at all.

Or, take some of the verbatim descriptions used in the "play-back" of the sales dollar chart and the cash register copy.

The outstanding feature of the "play-back" was the almost universal conversion of "cents" to "percent." Eighty percent of the respondents said "percent" in the sales dollar chart "play-back" while 70 said "percent" on the cash register copy. That led to the belief among the research staff that there was merit in putting the averages on a percentage basis. Many respondents might not be able to compute percentages but, like a baseball average, everybody understands their general nature and the percentage concept has broad usage.

To carry the problem of terminology one step further, 95 percent of the respondents knew the meaning of the term "profits" but only 66 percent identified

HERE'S WHAT HAPPENED IN 1949 TO ALL DOLLARS WE TOOK IN



V . . . is the compromise
which was used

the term "earnings" as being profits. Only once in 80 interviews on the sales dollar (Chart I) was the profit figure identified as "earnings."

Accuracy sometimes sacrificed

Simplification of terms and labels tended to affect the formal accuracy of the terms. But accuracy must be sacrificed, to some extent, in the effort to communicate ideas.

It became increasingly apparent, as the study unfolded, that the question of how to express the relationship of profits to wages required a definite answer. There are two basic ways of answering the question: Either in millions of dollars or in cents per average dollar. But which way was best? Both methods are in common use but the important point is the degree of effectiveness. Would either one accurately get the story across?

The survey assisted immeasurably on the question of accuracy for it pointed to the fact that, on the average, peoples' estimates of profits will consistently overstate the actual profits and just as consistently understate the actual amount of wages.

It was further indicated that while a general relationship—profits to wages—can be established, the exact relationship was not established by the copy tested.

Finally, the survey shed some much needed light on the employee audience. Based on the measures of initial levels of knowledge it was determined that 6 out of 10 persons had no knowledge of the over-all results of the company's

(Continued on Page 18)

R. Wray Coffman attended Pennsylvania State University and graduated in 1931 in Business Administration. He joined Swift & Company in 1932 at the Oil City, Pennsylvania, Branch House; and was superintendent of the Johnstown, Pennsylvania, Branch House from 1933 to 1937. In 1937, he assumed supervision of the Commercial Research Department at Chicago, and became head of the Marketing and Sales Research Division in 1943. He is a member of the American Marketing Association, and of the Advisory Council of Marketing Research Directors, National Industrial Conference Board.



AUDIO VISUALS: Part II

Some supplemental information from Annual Conference audio-visuals program

Interest shown by conference attendants in the audio-visuals presentation arranged by the Annual Conference Committee under Kalman B. Druck, Vice President and Chairman of Plans Board, Carl Byoir & Associates, Inc., prompts the JOURNAL to furnish additional information on representative films which are available for critical study of the medium, and text material on the subject. The compilation which follows was prepared and presented to the conference by O. H. Coelln, Jr., Publisher, Business Screen, Chicago.

SPONSORED FILMS

All easily available through nationwide sources.

Because the film medium is its own best advocate, to know the medium, its emotional power, and impact on public relations, you should see as many of these pictures as possible. They are all being currently used as public relations tools by their sponsors.

Last Date—A compelling safety message on the Teenacide theme by Lumberman's Mutual. Intended to offset reckless driving by teenagers. Shows how a public relations message can pack emotional wallop and be of such nature that legitimate theatres and community groups, police departments and similar agencies will want to show it. Already shown to 3,250,000 people in four months. Available from Modern Talking Pictures Service.

And Then There Were Four—Starring Jimmy Stewart. General Petroleum Corp. and Flying Red Horse petroleum companies. One of most compelling traffic safety pictures now in existence. Sponsor has hooked up entire publicity campaign with this film as a keystone. Available from Modern Talking Pictures.

Green Harvest—Weyerhaeuser Forest Products. Combines theatrical and non-theatrical interest. Now estimated to be reaching 12,000,000 a year. Available from Modern Talking Pictures.

6,000 Partners—Ford Motor Co. An exposition of the supplier-manufacturer relationship to cement field relationships. Available from Ford Motor Co., direct.

Clean Waters—General Electric. Community relations picture which has won

merit awards for its contribution to better public understanding of good water systems. Direct.

By Their Works—General Electric. Probably the longest and most complete exposition of the Company-family theme, showing all GE workers what their associates are doing. Direct.

Letter to a Rebel—National Small Business Economic Foundation. Illustrates the possibilities of sponsor-purchase of prints of an existing theatrical short subject, which is being used with great effectiveness for economic education and the freedom of small enterprise. Available from Modern Talking Pictures.

By Jupiter—Produced originally for Marshall Field and Company's one-store use in Chicago only. So good as an exposition of courtesy in human relations that over 1,000 prints are now being used by other sponsors, municipalities, etc. Marshall Field will loan to recognized business firms. Prints may be purchased outright through Wilding Picture Productions, Inc.

Miracle in Paradise Valley—Sinclair Oil and Refining Co. Another safety picture, with powerful emotional impact. Shows you what a motion picture can do to motivate group action on a specific public relations objective. This one is a rural safety campaign for which the tools are provided by the sponsors. Direct.

Unfinished Rainbows—Aluminum Company of America. A classic major public relations film which for nearly a decade has been accumulating a national audience now estimated at nearly 30 million. An outstanding example of the ageless quality of a film that is acknowledged to have done an unprecedented job of humanizing a corpora-

tion, at an extremely low cost, amortizing its cost down to a point where the Company certifies less than 1¢ cents per person reached. For a full 37 minutes of undivided attention. Available from Modern Talking Pictures.

Assignment General Mills—The latest in General Mills' famous series of stockholder-employee reports made every two years as a basic tool in General Mills' stockholder relations program. Just completed record attendance showings at 12 regional meetings from coast to coast. Direct from GM Film Library, Minneapolis.

The Future is What You Make It—Ethyl Corp. Because pension plans are a major problem in employee relations, this presentation illustrates the value of communication to employees, in graphic form, of the economic problems involved. Direct from Ethyl Corp., New York City.

The New California—Bank of America. Presents the development story of California. Winner of public relations award. Available from Modern Talking Pictures.

Phonevision—Zenith Radio Corp. An example of how a technical development in controlled television is explained to engineering and film production executives whose support was essential to the sponsor.

The School That Learned to Eat—A low-budget school film on the importance of nutrition education which has earned public acclaim to the sponsor for an unselfish contribution on a major national problem. General Mills direct.

Picture in Your Mind—Boundary Lines—

These non-sponsored pictures illustrate a range of technique utilizing mood animation and music to change attitudes toward intolerance and group relations. International Film Foundation, New York City. Also widely available through film departments of leading public libraries in Cleveland, Detroit and many other cities.

Waves of Green—The outstanding public relations interpretation of the contribution of Land Grant Colleges to American agriculture. Sponsored by Dearborn Motors Corp. Available direct, Dearborn, Mich.

The Great Swindle—Probably the most violent attack on "big business" ever put on film. Sponsored by the United Electrical Workers (CIO). Available from Film Program Services, New York City or your local UEW.

The Quarterback—Illustrates the new NAM approach to the problem of economic education. Available from NAM, New York City and regional NAM offices.

Of This We Are Proud—Kelvinator Corp. Combines the dealer's economic role
(Continued on Page 11)

A store is born

Woodward & Lothrop opens a new suburban store—its PR program

By Mrs. Julia M. Lee

Assistant to the vice president
in charge of personnel and public relations
Woodward & Lothrop



The Transportation Parade starts for the parade route



Mr. Andrew Parker, President, places the cornerstone in the building while great granddaughter and great grandson of the founders look on. Left to right: Brainard W. Parker, II, Mr. Andrew Parker, Betty-Wall Luttrell, and Andrew Parker, Jr.

THE WOODWARD & LOTHROP public relations program for its new Suburban Store in Bethesda-Chevy Chase was launched two months prior to the ground breaking ceremonies in October, 1949. Simultaneously, Woodward & Lothrop published the first issue of a bimonthly community events magazine, the *Suburban Spectator*, which is mailed out each time to over 16,000 residents of the Bethesda-Chevy Chase area. Prior to October, 1949, Woodward & Lothrop contacted the public relations offices of seventy-five of the largest department stores in the United States for information about their public relations methods in opening suburban stores. A few stores declined to give information concerning their public relations methods in this matter. The net result from a remaining ninety-eight percent of contacts was negative.

Beginning of PR program

So, Woodward & Lothrop literally started from scratch on this public relations promotion. The starting point was projected from a basic three-pronged theme: (1) civic-mindedness of Woodward & Lothrop represented in general sense through the store's Community Service Program, such as free use of the auditorium in the suburban store by community groups, as well as supplying to these groups, speakers, tours, fashion shows, children's plays, interior decorating and gift wrapping classes; (2) the cooperation in the opening of the new Suburban Store of Woodward & Lothrop with school, civic, and church organizations; (3) the establishment of a complete understanding on the part of these community groups of the integral part Woodward & Lothrop has played in community history and development—since Woodward & Lothrop is a Washington, D. C., owned and operated store handed down by its founders to their sons and daughters and grandchildren.

Execution of program

To execute this three-pronged theme the public relations department of Woodward & Lothrop set into motion a four-day program of opening ceremonies for the new Bethesda-Chevy Chase store.

As you will note upon examining the program, the first opening ceremony was the reception in honor of store members. Public relations always begins at home, an adage we are in strict accordance with. Earlier that day a special breakfast

for representatives of the press and publishing companies was given.

Community organizations cooperate

The joint cooperation and response on the part of community organizations with Woodward & Lothrop took place on the following days. November 2 marked the civic luncheon to which the presidents of all civic clubs, representatives of school, church and civic organizations were invited. That same day the cornerstone was filled and laid in a special ceremony, and the store was officially opened to the public to view. The store did not open for selling until the following day at 1:00 P.M.

On Friday, November 3, Woodward & Lothrop honored its suppliers at a luncheon held in the new store. The following day, Saturday, which was the first full selling day for the store, Woodward & Lothrop in cooperation with various community individuals presented an antique automobile pageant in salute to the progress made by the transportation industries, which have in turn made the institution of the suburban store possible.

The entire opening ceremonies of the Woodward & Lothrop Suburban Store were, we feel, entirely successful. Over 9,000 store members and their families attended the reception in their honor. Over 100 members of the press attended the press breakfast; and an unprecedented number of suppliers for this type of occasion, 900 in all, attended the luncheon in their honor. The response from community groups and individuals was warm and enthusiastic. And by the following Monday morning, the store was selling faster than it could be supplied.

Other media employed

The Public Relations Department of Woodward & Lothrop employed both



Mr. Andrew Parker, President, assists Mrs. Margaret A. C. Welch as she cuts the ribbons officially opening the Woodward & Lothrop Bethesda-Chevy Chase Suburban Store on Thursday afternoon, November 2. Mr. Parker is holding the corsage presented to Mrs. Welch in memory of the occasion. This corsage was a duplicate of the one presented to Mrs. Welch sixty-nine years ago, by founder Samuel Walter Woodward.

its internal and external house organ to help in the promotion of the opening of the suburban store. Also employed was the highly effective medium of the program of events. One of the most unusual features of the program is the magnificently designed mural which appears in chronological sections. The mural is absolutely genuine in every detail, a faithful reproduction of the history of Woodward & Lothrop in Washington from 1880 to 1950. The people in it, with the exception of the models, were drawn from real life portraits and are the pictures of actual people who contributed to or are contributing to the progress of Woodward & Lothrop.



Mrs. Julia M. Lee, Assistant to the Vice President in charge of Personnel and Public Relations, Woodward & Lothrop, Washington, D. C., was formerly Director of Public Relations and an Officer of the Alabama State College for Women. During World War II she headed a cryptanalysis section of the FBI. Mrs. Lee is a member of the Middle Atlantic Association of Industrial Editors, the American Academy of Political and Social Sciences, and the Washington National Capital Forge. She is at present completing the second volume of a two volume work on internal PR in manufacturing and consumer industries.

February, 1951

Audio-Visuals: Part II

(Continued from Page 9)

with a breathtaking exposition of the American scene of which he is a part. Available direct from Kelvinator Corp., Detroit.

Enterprise—The story of how a small Georgia town was saved from economic collapse by the efforts of two young veterans. This is the documentary record of their achievement. Sponsored by Cluett, Peabody and winner of Freedom Foundation's first award, 1949. Available direct.

BOOKS, PAMPHLETS AND GUIDES

STUDIES

A Checklist for Producers and Sponsors—prepared by the Films Committee, Association of National Advertisers, Inc., 285 Madison Avenue, New York City. \$1.

A Pilot Study on Community Film Distribution: Rochester, New York. ANA. \$1.

Audio-Visual Projectionists' Handbook—the basic graphic manual on the best ways to present films, including equipment care and maintenance, film handling, and projection operation. Business Screen Magazine, Inc., 150 E. Superior, Chicago 11, Ill. \$1.

BOOKS

THE FILM BOOK by Wilson & Haas, Prentice-Hall \$4.65

EXPERIMENTS IN MASS COMMUNICATION. Princeton Univ. Press. \$5.00

AUDIO-VISUAL METHODS IN TEACHING by Edgar Dale. Dryden... \$4.25

PREPARATION & USE OF VISUAL AIDS by Haas & Packer. Prentice-Hall (Revised) \$4.65

FILMS IN BUSINESS & INDUSTRY by H. C. Gipson. McGraw-Hill... \$4.00

THE USE OF FILMS IN DEPARTMENT AND SPECIALTY STORES by H. M. Hague. Harvard Univ. Press... \$1.50

THE FILM IN INDUSTRIAL SAFETY TRAINING by P. R. Ignatius. Harvard Univ. Press \$1.50

SETTING UP YOUR AUDIO-VISUAL EDUCATION PROGRAM. Stanford Univ. Press \$1.00

GUIDES

Educational Film Guide—The H. W. Wilson Company, 950 University Avenue, New York 52.

The Farm Film Guide—Check list of more than 1,000 free, rental and low-cost films. 50¢. Business Screen Film Guide Library.

The National Directory of Safety Films. More than 500 subjects described with complete sources. 25¢.

Prodigious development of public relations services in the United States

By Marcel Chaminade

An American public relations man visiting abroad is likely to be struck—and somewhat surprised—by the impact which the public relations concept, as originated and developed chiefly in this country, has had elsewhere. The idea and practices of public relations apparently arouse an almost excited interest abroad. The very existence of public relations as a specialized vocation is, in itself, news.

A leading Paris newspaper, Le Monde, recently published a series of four quite long articles discussing public relations from a French viewpoint. The articles were signed by their author, Marcel Chaminade, and appeared in the latter part of October.

Clippings of these items have been sent to me by the public relations department of our affiliated company in France. A translation of the first of them (which deals with the topic in relatively broad terms whereas the subsequent ones took up more particular details) is offered below. I have made no effort to check Mr. Chaminade's statistics on such matters as the number of persons employed in public relations work by Western Electric at Hawthorne, N. Y., or the earnings of Carl Byoir's firm in terms of francs. Neither do I claim any expertness as a translator, although I feel reasonably certain that the rendering of Le Monde's article into English conveys the sense of the piece with fair accuracy.

With these disclaimers, the following is offered in the conviction that American public relations men will be interested in this evidence of how far their candle throws its beams.

STEWART SCHACKNE

Assistant Manager, Public Relations Department
Standard Oil Company (N. J.)

JUST THIRTY YEARS AGO, no one could define a public relations service in the sense that one now hears this expression used. Both the term and the thing were completely unknown, for the simple reason that the organism that was to be known by this name did not yet exist. Its birth dates back about a quarter of a century. And since then it has grown rapidly and has experienced tremendous development.

A dazzling conquest

Today more than four thousand of the most important industrial and commercial companies in the United States

have a public relations service. Some virtually represent a real "Ministry of the Interior" for the enterprise. Thus, that of Western Electric at Hawthorne is made up of eleven managers, forty-six associates and seven secretaries.* Governmental departments, political organizations, trade associations, and charitable institutions alike employ public relations services. There also exist in the United States five hundred firms of public relations consultants. These are, for the most part, very important concerns.

The office of Carl Byoir and Associates, Inc., which is the largest public relations firm in the world, employs 160

people, and from its consultation fees, makes on the average an annual profit of 175 million francs.**

Dozens of universities, including the most illustrious as, for example, Harvard University and Boston University, and innumerable public and private schools have established departments and courses of instruction in public relations. A wealth of literature on this subject has already appeared. Works such as those of Stuart Chase or Paul Garrett ("Public Relations, Industry's Number One Job") are authoritative. Special journals devoted to public relations, such as the *Public Relations Journal*, are published, and have an appreciable following. Technical public relations associations have been formed. The celebrated magazine *Fortune*, which has published many different studies on public relations—notably a long article in the May, 1949, issue—does not hesitate to declare that we are inevitably approaching the day when business management will be in the hands of those whose primary concern is public relations.

A "top business"

Twenty years from now, we are told, the names of public relations counsels will figure on the list of heads of nearly all the large industrial corporations and businesses in the United States. Even now, the service of public relations is a "top business," a "top management function"; from now on the leading men of the profession will play their roles and room will be made for them at the summit of the hierarchy in American economic life.

Public relations counseling is a complex and delicate business, which presents considerable difficulties. It requires wide and diversified knowledge of various aspects of psychology, diplomacy, sociology, economics, etc.

A public relations service is an exacting enterprise which generally proves discouraging to its newest pupils, but usually pays off in the long run as a profitable investment. Well organized, it improves profits, expedites the development of sales, avoids or abates social conflicts, facilitates the procuring of capital.

Americans who have had experience with it declare it an excellent business;

*Western Electric's public relations department comments: "This figure is somewhat exaggerated and apparently includes the industrial relations department also."

**Refers to *Fortune* (May 1949) article which says, "Carl Byoir and Associates, Inc., the world's largest public relations firm, is a regular information-and-propaganda factory. It employs 160 people and serves 17 accounts, including A&P which pays it more than \$500,000 annually in fees (not including project expenses)."

so excellent, in fact, that no enterprise, after having made the try, has given it up.

And public relations has kept on making conquests. Its domain has already overrun the borders of the United States, and extends now into Canada, to Great Britain, to Holland, where organizations of this nature function on a growing scale, and where numerous public administrations, taking example from private enterprises, have inaugurated public relations services.

France has not yet made the move

In France, the principle and methods of public relations are not actually ignored in industry and commerce, but they have scarcely received the attention they deserve. Excepting the excellent brochure of Mr. B. Etienne, senior chief of the publicity service of the French Ford organization (*Public Relations of Private Enterprise*), the pamphlet of Mr. Francois Lulé Dejardin, head of the public relations department of French Shell (*What Is Public Relations?*), and two or three brief articles appearing in reviews or the dailies, nothing has been published on the subject here. So the bibliography on this subject does not take long to run through. It is practically non-existent. Only some particular companies use the service of public relations—among them can be named the Compagnie d'Alais, Froges et Camargue (Pechiney), la Compagnie d'Electrochimie d'Ugine, la Compagnie Electromecanique, la Société Francolor, la Société Generale des Huiles de Petrole, la S.N.C.F., la Telemecanique Electrique, la Regis Renault. Also most of the services established up till now are embryonic. Of the more developed services, nearly all are conducted by affiliates of large Anglo-Saxon companies such as Lever, Standard Francaise des Petroles and French Shell.

At Standard Francaise des Petroles work has been going on for two years; at French Shell, a year and a half.

Looking at these services, we see an entirely recent creation. With some exceptions, they represent the only positive actions that one is able to point out at this time among us. Public relations, with which most people are still not well acquainted, indisputably attacks a host of prejudice, reaction, outworn tradition and routine, on the part of employers as well as of trade unions, if only it does not arouse their suspicions. It always meets hostility on the part of certain extremist factions whose work of social sub-

Le prodigieux développement aux Etats-Unis des services de relations publiques

Il y a seulement trente ans personne n'aurait pu dire ce qu'était un service de relations publiques, au sens où l'on entend maintenant cette expression dans le langage économique. Le terme aussi bien que la chose étaient l'un et l'autre parfaitement inconnus, pour la simple raison que l'organisme que l'on désigne désormais par ce nom n'avait pas encore d'existence. Sa naissance remonte à environ un quart de siècle. Et depuis lors il a pris un essor colossal et connu un développement foudroyant.

Une conquête fulgurante

Aujourd'hui plus de quatre mille parmi les plus importantes sociétés industrielles et commerciales des Etats-Unis possèdent un service des relations publiques. Ce chiffre atteint même les

L'office Carl Byoir and Associates Inc., qui est la plus grande firme de relations publiques du monde, emploie cent soixante personnes et pour prix de ses consultations fait bon an mal an un bénéfice de 175 millions de francs.

Des douzaines d'universités, y compris les plus illustres, l'université Harvard, l'université de Boston entre autres, et d'innombrables écoles publiques ou privées ont fondé des sections et un enseignement spécial de relations publiques. Toute une littérature fort riche a déjà vu le jour sur la matière. Des ouvrages comme ceux de Stuart Chase ou de Paul Garrett (*Relations publiques, tâche primordiale de l'industrie*) font autorité. Des journaux uniquement consacrés aux relations publiques, tels que le *Public Relations Journal*, sont créés et connaissent un succès croissant.

version it obstructs. Consequently, obstruction and suspicions stem from exactly opposite motives.

In what then does this service of public relations consist, which in a few years has known good fortune to the point where thousands of American industries consider it as a continuing necessity and important element in their work?

A PR service comes entirely from a body of techniques and from a state of the spirit. Its essential object is to "rehumanize" the social climate.

Working according to empirical principles, it is founded on experience, on statistical research and on controlled events. And it is verified by results. It appeals at the same time to psychology and political economy.

It investigates, documents, makes inquiries, and in turn gives information and counsel. Contrary to what one occasionally hears in support of the charge, public relations has absolutely nothing in common with propaganda or press agency. It does not concern itself with paid publicity, commercial advertising pure and simple, or with notoriety even though obtained in gracious style. To the exclusion of all commercialism, public relations expresses human activity in society.

As a result of the attainment of large size by our great modern enterprises, human contacts cease to exist. Employers and employees have ignored the human touch. Workers in our large factories and industrial plants, however, are no longer anonymous wheels nor are they like the impersonal capital which is put into the work. The task of public

relations is to re-establish human contacts, if unfortunately broken, for everyone's benefit. Study of all the problems of human relations which are present inside and outside business may well result from the growth of public relations services. These, according to the happy definition of Mr. Etienne, will have the objective of assuring social harmony between people and enterprises; and a moral relationship between the managements of enterprises on one hand, and their internal and external environments on the other. (Here the personnel of all ranks constitute internal environment; the shareholders, associated companies, short and long term money lenders, and the various political and social organizations which depend on it constituting the external environment.)

It is important to know by what means such an organization proceeds to this end—how it functions in its internal and external business relations—how it conducts itself with personnel of all grades—how it acts on the financial plane, with the providers of all kinds of capital; on the commercial plane, with clients, stockholders and rival businesses; on the professional plane, with syndicates, with establishments of corporate education; on the administrative plane, with administrations whose decisions often influence the life of the company; on the political plane, with persons and organizations (parliamentary, etc.) who, directly, or indirectly, influence the sphere of proper activity suited to the enterprise being considered—and lastly, with the public, which is called upon to accept or reject its patronage.

HOW WE DID IT—

Citizens Committee For Hoover Report generates interest by inviting local citizens to "sit around its cracker barrel"

By Louis J. Burns, Jr.

Assistant to administrative director
Citizens Committee For the Hoover Report

PUBLIC APATHY toward the management problems of government is legend. The bipartisan Citizens Committee For the Hoover Report has been boring away at this indifference for over a year. Every appropriate public information medium has been used, and the Committee's message about government waste and inefficiency has inspired real citizen interest. By the time the 81st Congress adjourned, this awakened public interest had been reflected in the adoption of 50% of the Hoover Report's recommendations.

Here is the story of one of the Committee's projects, the Cracker Barrel Caravan. It typifies the Committee's effort to personalize and localize a highly complicated "product." This project produced measurable results, and gave evidence of having a continuing influence in areas where it appeared.

E. J. Ade, Administrative Director of the Committee, conceived the idea on

the theory that many Americans still pleasantly associated the cracker barrel of old-time general stores with straightforward discussions of public issues. There being few general stores left, and having a message which it felt merited this traditionally honest discussion, the Citizens Committee decided to build a general store, take it right into the nation's communities, and invite local citizens to sit around its cracker barrel and talk about the Hoover Report.

Many contributed

The idea took hold. Public-spirited citizens and organizations contributed personnel, material and money. Affiliated state and local Citizens Committees arranged for visits to principal cities and towns. In three months, the red, white and blue, four-vehicle caravan visited 77 cities in 7 states, holding 83 meetings.

The local names and events, the col-

orful and attractive country store set, and sincere newspaper interest in "better government at a better price," all contrived to make the Caravan a constant and effective news producer. Thus the impact of the Cracker Barrel Caravan was not limited to the thousands who attended its meetings—average attendance, 400 at each meeting—but extended to millions who heard and read news reports, saw news-reel and TV shows, or heard live broadcasts of actual meetings.

The combination of local events with local people telling an important story in local terms sparked a response that was both impressive and persistent. Even now, months later, the "man on the street" is being heard from; and while he first talked only of the Caravan, he is now reacting to current reorganization developments.

Caravan developed public interest

We believe the Cracker Barrel Caravan not only won new friends for government efficiency and economy, but helped develop an awakened public interest in the administrative problems of government.

Many a person who stood on a street corner, heard his fellow townsmen talk from a country store platform, asked questions and received answers, and became interested in the Hoover Report for the first time, has become a better informed citizen. He now reads those stories about government which a few months ago were lost in a rush to the Sports Section.



The Caravan rolls into Lancaster, Pennsylvania



Cracker barrel discussion in New Jersey

Slack time can pay dividends

A PR counsel tells of opportunities for utilizing employee's time for research during slack periods

By David L. Keith

Public relations counsel
Peoria, Illinois

PUBLIC RELATIONS ACTIVITIES, whether staff or counsel, are guided by the pressure principle. The amount of work that must be produced vacillates greatly. One method of evening out the periods of overwork and underwork of staff members is the inconstant compilation and researching of data.

The example used in this article is a compilation of ideas for publicity photography. It was prepared during slack periods and its use eases the pressure periods. Because this is merely one example of such a compilation, the method by which it was compiled and then the method of use may indicate other areas to cover.

Reasons for compilation

It is perfectly obvious that there must be a reason for starting such a compilation. In this case, we found that during pressure periods the publicist may be either running on 16 cylinders or one, due to a number of exterior factors ranging from trouble at home to too little trouble the night before. In the latter case, his creative thinking operates much as a bull running his head into a brick wall with no solution which is worthy of tackling the job at hand. Anything that would start him thinking appeared to have merit.

The first step in making up the list was the clipping of publicity photographs of all kinds from all types of media. These were then mounted on 6x9 cards. They fit two abreast in a regular letter file.

Classification

After hundreds of the pictures had been accumulated, they were classified

generally according to subject matter. The classifications were then transferred into words which were more or less expressive of the pictures themselves. From this general list, the classified check list was written. While the procedure sounds astoundingly simple and easy, it actually took a period of three years.

Now for the use of the check list itself. A publicist faced with a particular problem may decide that he wants to use some photographs. Using his knowledge of the media to which the photographs are to be submitted, he can immediately look at his list and narrow it down to two or three categories. He then scans down the items under that particular heading and comes up with a general idea which is applicable to the product or service he is intending to publicize. In some cases he may go further; for example, into the card file of pictures or supplementary files on superstitions, history, or tie-ins with calendar.

Sketch of layout—next step

In any event, the next step is for the publicist to sketch a complete layout of the picture very simply, with a suggested caption underneath. How far he has to go in checking this with others will depend upon his responsibility and whether he is trying to sell a newspaper or a magazine editor on taking the photograph himself or whether he must submit the completed picture cold. Items necessary for each picture are listed on the layout and as obtained are checked off. The picture is then taken and processed according to the need.

It is, of course, obvious that not all

possible publicity pictures are listed on the check list. It became apparent that it would never be possible to have all publicity pictures catalogued down to the last possibility. It also became obvious that it would be defeating the purpose of easy use to have the list too long.

Thought processes stimulated

The card file is constantly used to start thought processes in the same way but in a more complicated and down-to-earth fashion than the publicity photography check list. For example, if the publicist has decided to use a model, he is able to find dozens of poses that will fit in with his picture idea and with the limitations of the model he has to use. Anyone who has worked with a model recognizes the advantages of such a system.

Developed knowledge of pictures used by various media

One of the incidentals that developed out of this collection of pictures was the pattern of pictures used by different media. Within a relatively short time it was possible to find out just how far any particular media would go, the type of publicity pictures which it will use, and even pre-guess that the March issue will *always* (well—practically always) use a publicity picture of a particular type. The implications of this system and the ability to serve the editor by providing him with what he needs at the correct time are clear.

All such compilations done by any public relations counsel or staff worker result in better utilization of time of employees during slack periods, result in better and more production during pressure periods. The opportunities are limitless.

David L. Keith became interested in public relations while a supervisor in a Chicago management company during the late 30's. He had accumulated a background as a public accountant, personnel manager, purchasing agent, and director of public relations prior to opening his own office in Peoria as a public relations counsel. The compilation discussed in this article is one of dozens in process (he says, "none is ever complete") in his office.

Publicity Photography Check List

Animals

Pets—common and odd
Devotion and loyalty
Heroes
Newborn
Multiple birth
Odd companions
Trained
Champions
Adoptions
Lost
Useful
Humanized
Mischievous
Gags
Experimental
Pathetic
Parental love
Thoughtfulness to
Problems
Odd characteristics
Superstitions
Cute
Growth
Orphans

Calendar

Weather
Seasonal changes
National days and weeks
("Special Days, Weeks
and Months in 1949"
—10¢—Inquiry Refer-
ence Service, U. S. De-
partment of Commerce,
Washington, D. C.)—
this changes yearly.
Agricultural and garden
Sports
Animal
Organizational
Historical
Religious
Taxes and licenses

Children

Affection from and toward
Unfortunates befriended
Lost
With pets
Games
Awe and hero worship
Precocity
Unfortunates, pathetic,
tragedy
Comparison and contrast
Good deed
Prayer
Grown up clothes
Emoting—moods
Curiosity
Incongruous imitation
Gags
Childish traits
Twins, etc.
Substitute toys
Cute
Costumed
Famous

Comparisons and Contrasts

Large and small
Old and new
Before and after
Youth and age
Full and empty
Short and high
Curved and angular
Colors
Present and past
Good and bad
Seasonal
Here and there
Chronological

Designs and Unusual Angles

Weather designs
Shadow designs
Story spelled out with
products or people
High and low angle
Products or people in
form
Upside down
Repetition
Geometrical formations
Symbol reenactment
Framing
Silhouettes
Reflection
Through items
Totals of anything used
or produced
Split
Stairs, bleachers, etc.
Surrounded
Acrobatic balance

Fashions

Ancient styles
Newest
School fads
Outlandish
Futuristic
Bare styles
Unusual materials
Uniforms
Improvements
Comparisons and
contrasts

Gags

Practical joker
Costuming paraphernalia
Phony prizes
Supernatural and
superstitions
Enacting common sayings
Reversal of accepted
procedure
Dreams

Fall guy
Distortions
Imitations
Overdone
Slang expressions
What's in a name
Odd uses for common
things
Crazy inventions and
gadgets
Fads
Absurd situation
Unusual setting
Similarities
"What is it" approach
Combining unrelated
items
Incongruously related
items
Silly contests
Ham up serious matter
Caricature
Irrelevant signs
Trading items
Doing the hard way

Historical

Documents
Personalities of
yesteryear
Antiques
a. Modern counterpart
b. Still in use
Landmarks
Monuments
Museums and collections
Firsts and lasts
Anniversaries
100ths, 1,000, 100,000,
1,000,000
Organizational
Progress and evolution
Discoveries
Extinct

Personalities

The "greats"
Interesting occupations
Interesting hobbies
Freaks
"Characters"
Contracts and
comparisons
Glamour—to grace
anything
Contestants
Emotions
Rarities
Types

Photomontage and Composite

Gags

Comparisons and contrast
Blowups
Graphical superimposition
Related groups
Historical
Repetition
The impossible
Keyhole observation
Enactment of sayings
and superstitions

Props

Costumes
Theatrical scenery
Art objects
Charts, graphs, posters,
and maps
Globes
Bulletin boards
Symbols
Blackboard
Normal equipment to
accomplish act
Any advertising media
Sport and hobby
equipment
Products
Hobbies
Autographs
Awards
Gifts and donations
Centerpieces
Scale models (up or down)
Measuring instruments
Calendar
Musical instruments
Expensive reproduction
Toys
Individual letters
Contest judging
Crystal ball
Dramatic proof
Scrolls
Hold-back tape
Substitute items
Historical articles
Teaser coverings
Lettered ribbons
Large quantities
Books
Flags
Tickets
Gambling devices

Sports

Personalities
Trophies
Form demonstration
Action
Sportsmanship
Beginner
Gag equipment
Impossible obstacles
Team formations

Travel

Modes of travel
Airports and terminals
Farewells and returns
Folk customs
Foreigners
Use in foreign lands
Gags
Reasons for travel
Route tracing
Confusion
Preparations
Hazards

Memo to the Overconfident

THE RACE IS NOT TO THE SWIFT, nor the battle to the strong, neither yet bread to the wise, nor yet riches to men of understanding, nor yet favor to men of skill; but time and chance happeneth to them all.—ECCLESIASTES IX:11.

An educator speaks

Editor, PUBLIC RELATIONS JOURNAL
525 Lexington Avenue, N. Y., N. Y.

Dear Sir:

The report of the Committee on Education, published in the December PUBLIC RELATIONS JOURNAL, contained one sentence that puts next year's committee on the spot. "Our public relations leaders should be better educated than are members of any other profession." This was not amplified, but the basis for it is evidently the listing of the range of abilities and information which should be acquired and developed in preparation for the practice of public relations.

If last year's Committee was serious in that statement, the report set forth no plan to begin the realization of it. Medicine requires a premedical undergraduate program, three years of professional study and training, and a number of years of internship. What public relations needs now is the beginning of a PRSA-sponsored program that looks toward that type of professional training. Some experimental patterns of instruction, based on whatever experience is available, could be set forth for the guidance of interested universities or professors. The Committee on Education would render a great service to the cause of professional training if, on the basis of stated reasons, it could recommend:

- 1) Courses for a Graduate School of Business Administration;
- 2) Courses for an undergraduate Business Department;
- 3) Courses for a pre-public relations program for graduate study;
- 4) Courses for a major sequence in a School of Journalism;

5) A program of study for an undergraduate major in public relations;

6) A graduate program in PR leading to a Master's degree.

The Committee should also set forth the qualifications of teachers in the various courses on the undergraduate and graduate levels.

The concern of the Committee about screening students and whether instruction should be on a graduate or undergraduate level do not now seem to be important issues. If this work led toward a license granted by the State, or a certificate from the Society, then such matters might have more importance. As public relations stands now, however, courses on the meaning and principles of public relations are important and helpful to everyone going into business or holding a position which necessitates contacts with people. That is true regardless of the nature of the end use of the training received. Such study, therefore, would be of far more value both culturally and vocationally than some of the courses offered now in our colleges and universities.

If the Society through its Committee on Education would encourage widespread understanding of public relations by large numbers of people, it would not only be making a significant contribution to unity and understanding, but would be laying a solid foundation for the emerging profession.

Courses now being offered in the colleges and universities could be greatly improved through the study and recommendations of the Committee on Education. New courses, departments and even schools would be set up throughout the country. Graduates who have taken

courses in public relations, either as electives or as a major program, will be better prepared for "getting along with people" and will have a far better understanding of the significance of the American economy, regardless of the first positions they obtain. Also through them as the years go by, there would be developed a sensitiveness to the importance and significance of public relations up and down the line of business.

The Society through its Committee on Education ought to consider ways and means of getting all the teachers in the field of public relations together at least once a year for discussion of their problems. If it does not, then it would be inevitable that an association would be formed of all professional teachers of public relations outside of the Society.

The time has come when the needs of our nation require aggressive action in promotion of education in public relations. The interest of the whole Society in this problem was evidenced by paragraph 5 of the "Professional Standards for the Practice of Public Relations" adopted at the last meeting, which reads:

"Support of efforts designed to further the ethics and technical proficiency of the profession and encourage the establishment of adequate training and education for the practice of public relations."

The educational program will evolve and develop through the years. What is needed now is some serious thought on and active promotion of practical guidance in terms of courses, major sequences, departments and even schools of public relations.

Howard M. LeSourd, Dean
Boston University
School of Public Relations
and Communications

Code —

(Continued from Page 4)

should be able to enlist deputies of high caliber and trustworthiness, would want to make any recommendations for drastic disciplinary action until at least one member of the Judicial Council had himself made personal inquiry into the case and certainly not until the accused had had an opportunity to present his case in

person to the Judicial Council.

In drafting amendments to the by-laws with respect to judicial procedures and in writing the rules and regulations for carrying out these procedures, the Society would need to be guided by legal counsel so that it may not inadvertently expose itself to any charges of libel. And all of those who may handle this problem on behalf of the Society will need to proceed with the utmost caution, having this problem in mind.

The motion which brought the present Code into being, also provided for the continuation of the Committee on Standards of Professional Practice. This Committee has been appointed under the leadership of Burns W. Lee, who, with his experience of two years on the Committee, will give it understanding leadership in this new phase of its activities. In this phase the Committee will continue to need the guidance of all members.

The Washington Jungle

James P. Selvage, public relations counsel, maps some ways and means for "getting along in Washington"

Many a public relations man is called upon suddenly these days to advise his management or his clients about how to find their way through the dense, bewildering undergrowth in the jungle of Washington. Some already have considerable experience in that strange terrain and know how to make progress without getting stung by a sidewinder. Others may find in the talk by James P. Selvage, of Selvage and Lee, before the PRSA St. Louis Chapter's Public Relations Conference last October, a priceless roadmap that can save a cause, a reputation, or a major situation. If you didn't happen to hear or read it, we venture to call its main points to your attention here.

The gist of Mr. Selvage's counsel is contained in a list of ten "high crimes" in dealing with Washington, which he attributes to Donald A. Young, Assistant Governmental Affairs Manager of the Chamber of Commerce of the United States, plus ten added precepts of his own.

The ten high crimes are:

1. Failure to ask a committee for an opportunity to testify as soon as there is even a rumor that hearings are to be held. If you don't act early you may be "boxed out."

2. Carelessness in observing committee rules on submission of copies of testimony in advance of appearance.

3. Failure to have a witness attend hearings for orientation immediately before he himself testifies.

4. Using the wrong kind of witness—a technician who may know his subject but is not a real businessman, or is not a top official of his company or organization.

5. Using a witness who reads well a ghosted statement but who knows little more about his subject; not enough to stand critical cross-examination.

6. Efforts of a witness to cover up his own lack of preparedness by saying, in effect, "someone on the staff wrote this."

7. Failure to surround a witness with technicians.

8. Inability of the witness to explain why he was selected by his company or organization to testify.

9. Failure of a witness to know the number—or contents—of the bill on which he testifies.

10. Failure to submit for the record additional material promised during the hearing—as well as answers to additional questions.

A businessman won't get far if he goes to Washington with a chip on his shoulder, Mr. Selvage points out. At the same time, he should recognize the plain

position in Chart II. This is not too good an attempt to establish a base but the best that could be worked out from the copy tested. Note the substitution of fractions for decimals in the final copy and the disappearance of the gremlin.

Swift would be the first to deny that this is a final solution.

But what it will claim is that on a pre-test basis you can catch shortcomings before they get into print. Further, that the techniques of measurement are adequate to determine relative impact. And, that detailed knowledge of the audience to which the ideas are directed is essential for improving the communications art. Here is a wide open invitation for experimentation and improvement.

facts of life as they exist. Businessmen must realize that they are dealing in Washington with a government partial to labor and radical pressure groups; a government often arrogant toward business.

Mr. Selvage's additional precepts are these:

1. Don't permit curtailment of your access to the press by officials claiming the right to issue all publicity.

2. Don't think you gain by appeasing petty bureaucrats.

3. Know your stuff and prepare carefully. If you do, you will likely know more than the people you are confronting.

4. Be as alert to express your appreciation to your Senator or Congressman as you are to express your indignation.

5. Keep your representatives in Congress informed. They can't know your problems by instinct. They appreciate facts. But don't send the office boy.

6. Know your Congressional Committees; not only the members, but the counsel, the investigators. Explore their backgrounds.

7. Be as vigilant in defending your prerogatives as a Communist when he is investigated. You don't have to be bully-ragged.

8. Don't depend on lobbying. Take your story back to the people where government propaganda goes. Have plenty of press releases at Congressional hearings, for what the public hears is often more important than what goes into an unread record.

9. If you must retain an Administration pal, check him first with more established contacts. Twice the service may cost you half as much.

10. Take a turtle along for observation. He progresses only when he has his neck out.

"Businessmen who have stood up for their rights in Washington," says Mr. Selvage, "have been more successful in their relationships than those who have simply proved that they 'can take it.'"

How's Your Impact?

(Continued from Page 8)

business in the previous year. Within the "no previous knowledge group" was a substantial group of inarticulate respondents whom it may be impossible to reach by any written medium. Here is a real challenge to those of us in the field of communicating ideas.

As for the "final solution" of the specific problem of the survey, Chart V is the compromise which was used. Compare it with Chart II. Note the headline—the "average sales dollar" terminology has been eliminated in the final copy. Note the tie-in of the "Sale Dollar" on the final copy in contrast to its weak

HISTORICALLY A LIBERAL WAS ONE who fought for individual freedom, but through some strange semantic perversion the people who now claim the labels of liberalism put their trust in price ceilings, allocations, priorities, closed shops and government control.—DR. CLAUDE ROBINSON, in an address before *The Economic Club of New York*.



CLIMBING THE EXECUTIVE LADDER

Reviewed by Bruce Watson, Assistant
Director of Public Relations, General
Foods Corporation

CLIMBING THE EXECUTIVE LADDER, by George J. Kienzle and Edward H. Dare. McGraw-Hill Book Co., Inc. 247 pp. \$2.95

IF PUBLIC RELATIONS is to achieve a status in any way comparable to the accepted professions, its practitioners must win wider public and industry recognition as executives than they have attained thus far. Any action or influence which contributes to growth in this direction is constructive.

Climbing the Executive Ladder, a recent work by two Borden executives, George J. Kienzle and Edward H. Dare, is a primer treatment of the subject which most aspirant young careerists will find useful. Since the authors themselves are practicing public relations and personnel administration executives, their attack on the problem quite naturally slants toward the basic interest of the public relations man or woman.

Although it presents nothing new, the book is a comprehensive collection of most of the currently accepted commonsense techniques for dealing with people particularly at the personal contact level. The ideas it offers are classified under such headings as The Executive Personality, How to Lead, The Personnel Job, Public Speaking, and How to Relax. Discussion of these and many other human relations techniques are dealt with under three broad sections—Seeing Yourself, Relations with Others, and Communications.

The authors deliver their barrage of ideas, hints, and suggestions at a relentless, almost overwhelming, pace. The binder is a mixture of case histories and personality-rating checklists in about equal proportions. It is obviously intended as a working tool. An overabundant sprinkling of clichés and certain pat solutions to career problems to some

extent weaken an otherwise fundamentally constructive work.

To the inexperienced youngster, the medicine it offers may, in some cases, be a little too strong. Although the authors warn "that you are dealing with personalities and that each must be handled differently," not enough emphasis is given to this in considering the object of the book's attention—the reader. In outlining the steps the young person should take in getting ahead, Kienzle and Dare have cut some patterns which the untutored and susceptible may accept as inflexible guidelines without regard to whether they are compatible with the reader's own personality. To this extent the book toys with psychological dynamite. The possibilities of explosion are slight, to be sure, but they appear to be there nevertheless.

To this reviewer it is refreshing to note productive collaboration in a material way on the broad human relations plane between representatives of personnel administration and public relations. That way lies growth, progress, and ultimate maturity for the profession.

THE RISE OF WORDS AND THEIR MEANINGS

Reviewed by Whitman Daniels, Assistant
to the President in Charge of Public Relations,
Cornell University, Ithaca, New York

THE RISE OF WORDS AND THEIR MEANINGS, by Samuel Reiss, Philosophical Library, Inc., 1950, 301 pp. \$3.75

PPOINTING TO THE SIMILARITY of sound and meaning between words in languages of different stock as well as between words in languages of common origin and between words within a single language, Reiss endeavors to fuse the twin sciences of phonetics and semantics into what is termed a new science of "phonetosemantics."

He discerns, for instance, a relationship of sound and meaning between the

English word *eat*, the Sanskrit *ad*, the Greek *ed* and the German *ess* and an apparent connection between the words *eat* and *etch* which are both related in meaning to *bite* and *cut*. Other examples of sound-meaning similarities in English are *hole-hollow* and *swack-thwack*.

In searching for these relationships, the author is not concerned with words which are obviously borrowed by one language from another. His study deals rather with what he terms "genetic kinships." Finding in languages of peoples not racially akin many simple words which are similar in sound and meaning, he discovers that the statement, "all mankind speaks one language," has "an unsuspected degree of philological, as well as poetical, truth."

The discussion ranges over an exceptionally broad field, drawing word parallels from many language families and sub-families such as Dravidian, Bantu, Ural-Altaic, Finno-Ugric and Turkic. An idea of the general structure of the book may be had from such chapter headings as "The Scope of Meaning of Words," "The Concept of Sound Kinship," "Historical Word Linking," "Phoneto-Semantic Word Linking," "Word Variables," and "Grammatical Concepts." Appendices deal with word variants and vocabularies relating to certain general concepts in Swahili, Hebrew, Hungarian and Malay.

The treatment of the subject is quite technical, "scholarly" and even pedantic. Anyone but a deep-dyed philologist will probably find the going rather rough and monotonous. Such terms as "ultra-lingual reversible shift" and "relative excrescence of medial consonants" hardly have any kinship with the language of the non-academician. A less involved, briefer discussion would serve better the practical purposes of the person who seeks simply to improve the effectiveness of his writing or speech.

Still, this book does contain much of value to the public relations practitioner. It will, I believe, prompt him to scrutinize, overhaul and streamline his vocabulary. It will refresh his language with countless simple and striking words which we all know but which are rapidly being pushed out of common usage by the longer words formed of all the prefixes and affixes that Flesch eschews. There are qualities of vigor, impact, economy and quick meaning in such words as *twaddle*, *plop* or *chunk*, which are not equalled by adjectival phrases and which are certainly lost in the vapid circumlocutions of "businessese."



NEWS SECTION

FEBRUARY, 1951

PRSA develops pattern of cooperation with National Production Authority

Public Relations Defense Advisory Board studies requests from government agencies

The Public Relations Society of America has instituted a program of assistance to the field offices of the Department of Commerce through which reports of activities of the National Production Authority flow to the public, it has been announced by Milton Fairman, PRSA President, and J. Handly Wright, newly appointed chairman of the national PRSA public relations defense advisory group.

Specifically, 14 PRSA members have been chosen, at the request of NPA officials, to head small volunteer public relations committees, to serve in a consultative capacity to the regional NPA executives on matters relating to the public relations and communications aspects of the national defense production program. It is emphasized by PRSA's Defense Advisory Board that the services of volunteer members serving on the regional committees is intended as an advisory and not a staff function.

Members of the Society serving as chairmen in the regions specified are:

Atlanta-Nashville

Maxwell E. Benson, Public Relations Director, General Shoe Corporation, Nashville, Tennessee.

Boston

Donald B. McCammond, Assistant to the Director, Public Relations, Monsanto Chemical Company, Everett, Massachusetts

Cleveland

Robert M. Creaghead, President, Robert M. Creaghead & Company, Cleveland

Chicago

Russell G. Creviston, Director of Public Relations, Crane Company, Chicago

Dallas

John L. Mortimer, Director of Public Relations, Southwest District, U. S. Steel Corporation, Dallas

Denver

William Kostka, William Kostka & Associates, Denver

Kansas City

William R. Cumerford, President,

Cumerford, Incorporated, Kansas City, Missouri

Los Angeles

Burns W. Lee, Partner, Burns W. Lee Associates, Los Angeles

Minneapolis

Abbott Washburn, Director of Public Services, General Mills, Inc., Minneapolis

New York City

Russell Wilks, Director of Public Relations, United States Rubber Company, New York City

Philadelphia

Robert G. Wilder, public relations staff, Lewis & Gilman, Inc., Philadelphia

St. Louis

Thomas W. Parry, Thomas W. Parry & Associates, St. Louis

San Francisco

G. Stewart Brown, Manager, Public Relations Dept., Standard Oil Company of California, San Francisco

Seattle

Harold Mansfield, Director, Public Relations and Advertising, Boeing Airplane Company, Seattle

In addition to projected undertakings with the NPA program, PRSA's Defense Advisory Board—which acts as a screening group for all public service programs seeking Society support in the present emergency—is studying ways and means in which a group of PRSA members may be available on request for consultation in matters pertaining to U. S. State De-

(Continued on Page 28)

Spring Board meeting set for Houston; 1951 Annual Meeting picks Chicago

At its January meeting, the PRSA Executive Committee established the time and place of the Spring Meeting of the Board of Directors as April 22, 23, 24 at The Shamrock, Houston, Texas. The Board of Directors had accepted the invitation of the Houston Chapter, tendered at the Annual Conference in New York December 5, requesting the Executive Committee to fix the time. All Society members are invited to attend and take part in proceedings. Executive Committee sessions will be held Sunday, April 22; and the Board sessions will extend through Monday and Tuesday, April 23 and 24.

Annual Meeting date set

The Executive Committee also took action on a report made by the 1951 Annual Meeting Site Committee, a special group appointed by President Milton Fairman at the 1950 Conference to study location of the 1951 Annual Conference. Invitations had been received for the meeting from the Washington, D. C., Houston and Chicago Chapters, with the Minnesota Chapter seconding the Chicago group's request.

Due consideration was given to the relationship of geographical location and regional density of membership distribution, as well as the policy of rotating meetings in metropolitan areas of the country.

With the acceptance of the Chicago Chapter's invitation, the Fourth Annual Public Relations Conference of the Society was set for November 18, 19, 20, Chicago. Further details will be given later in the JOURNAL.

PRSA CALENDAR

April 22-24, 1951—PRSA Spring Board Meeting, The Shamrock, Houston, Texas.
November 18-20, 1951—PRSA 4th Annual Conference, Chicago, Illinois.

Chapter news notes

CHICAGO CHAPTER

Charles H. Campbell (OBE), Director of the British Information Service in Washington, addressed the January meeting of the Chicago Chapter, speaking on "International Public Relations." Though born in England, the speaker was educated in American schools and served 19 years on New Orleans newspapers, before joining the British embassy staff in 1942. He handled press and radio contacts for the embassy and British missions during World War II.

The Chapter will hold an all-day "Audio-Visual Aid Workshop" Tuesday, February 27. First session in the morning will be on employee communications and will include such topics as recruitment, indoctrination, economic education, free enterprise and recreation. Other sessions will consider stockholder reports, stockholder and dealer relations. Luncheon speaker will be a leader in the visual aids field, and there will be a manufacturer's exhibit of visual aids equipment. Afternoon session subjects include: community relations, education, products and defense. Outstanding films in these areas of interest will be shown and explained by the producers.

The Workshop takes the place of the regular February meeting. Attendance is limited to 300 with an entrance fee (approximately \$5.00) to be fixed at a later date, together with the place of the event.

COLUMBUS CHAPTER

Chapter President Harold K. Schellenger has appointed C. W. Pettegrew, Manager, Industry Services and Public Relations, American Education Press, as chairman of the group's Membership Committee for 1951. David Marshall, public relations department, Farm Bureau Insurance Company, has been named chairman of the Program Committee.

Chapter dues have been established at \$10 for 1951; and the Membership Committee reports the addition of four new members to PRSA's new Ohio chapter.

HAWAII CHAPTER

Nelson Prather, Director of Public Relations, Hawaii Employers Council, Honolulu, has been elected Chapter President for 1951. Thomas Nickerson, director of publications and information,

University of Hawaii, Honolulu, is Vice-President; and Secretary-Treasurer is William A. Simonds, N. W. Ayer & Son, Inc., Honolulu.

Past President Roy J. Leffingwell reports on a recent visual aids conference:

"The Hawaii Chapter held a visual aids conference in Honolulu in November for PRSA members and guests.

"Pat Dowling, Los Angeles industrial film producer, who has made seven films and a number of film strips for Hawaiian industries." (Continued on Page 26)

CHAPTER SECRETARIES

Chapter secretaries are requested to place other PRSA chapters on distribution lists to receive mailings, meeting notices, etc. PRSA members traveling on business frequently like to visit other chapters if dates of meetings can be learned far enough in advance.

CHICAGO

HALE NELSON, Vice President, Illinois Bell Telephone Company

COLUMBUS

NEVIN J. RODES, Public Relations Director, Kelly & Lamb

DETROIT

WILLIAM A. DURBIN, Director, Public Relations, Burroughs Adding Machine Company

HAWAII

WILLIAM SIMONDS, Account Representative, N. W. Ayer & Son, Inc.

HOUSTON

MALORY McDONALD, Director of Public Relations, Missouri Pacific Lines

LOS ANGELES

PAUL K. WALP, Executive Secretary, Colorado River Board of California

MINNESOTA

ERLE B. SAVAGE, Jr., Public Relations Account Executive, Batten, Barton, Durstine & Osborn, Inc., Minneapolis

NEW YORK

JOHN V. THARRETT, Community Relations, Bigelow-Sanford Carpet Company

NORTH TEXAS

PAUL CAIN, Executive Vice President, Eldean-Cain Organization, Inc., Dallas

ST. LOUIS

LEMOINE SKINNER, Jr., Lemoine Skinner, Jr., Public Relations

SAN FRANCISCO

ROBERT D. ROSS, Pacific Telephone and Telegraph Company

WASHINGTON, D. C.

MAURICE O. RYAN, Manager, American Hotel Association



New York Chapter Officers and Directors at the annual Christmas reception December 19, 1950. Seated (left to right), Pendleton Dudley, Brahma C. Hutchins, Caroline Hood, John Tharrett. Standing (left to right), Milton M. Enzer, Lt. James J. Brennan, Julie Medlock, Earle Ferris, and Dudley L. Parsons.

PEOPLE

(•) indicates PRSA members

Selvage & Lee (James P. Selvage • Morris M. Lee •) has moved its Washington offices to The New Cafritz Building, 1625 Eye Street, N.W., Washington 6. (Phone: Republic 4040)

The Philip Lesly Company (Philip Lesly •), public relations firm with Chicago headquarters, has opened a New York office at 331 Madison Avenue. Elizabeth D. Catlin is managing director. Accounts served include American Music Conference, Hammond Instrument Company, John Meck Industries, Scott Radio Laboratories and Webster-Chicago Corporation.

Charles S. Nicolai • formerly Director of Public Relations, Tamblin & Brown, Inc., New York, joined the New York office of the Fred Eldean Organization, Inc., on February 1.

J. Carroll Bateman • has been appointed assistant director of public relations for the Baltimore & Ohio Railroad, with

offices in Baltimore. He joined the road's editorial staff in 1942, has been a PR representative for the past four years.

Russell M. Hart • is manager of the new Washington, D. C. regional public relations office of the Ford Motor Company in the Cafritz Building, 1625 Eye Street, N.W. The office, formerly located at Chester, Pa., will handle the public relations activities in the District of Columbia and twelve southeastern states for both the Ford and Lincoln-Mercury Divisions of the company.

Appointment of Curtis Swanson as an account executive of Wm. R. Harshe Associates, Inc., Chicago and New York public relations firm, has been announced by Morris B. Rotman • president.

Philip A. Williams • formerly in charge of public relations, *Fortune Magazine*, has been appointed to handle advertising and public relations of March of Time, Inc., New York.

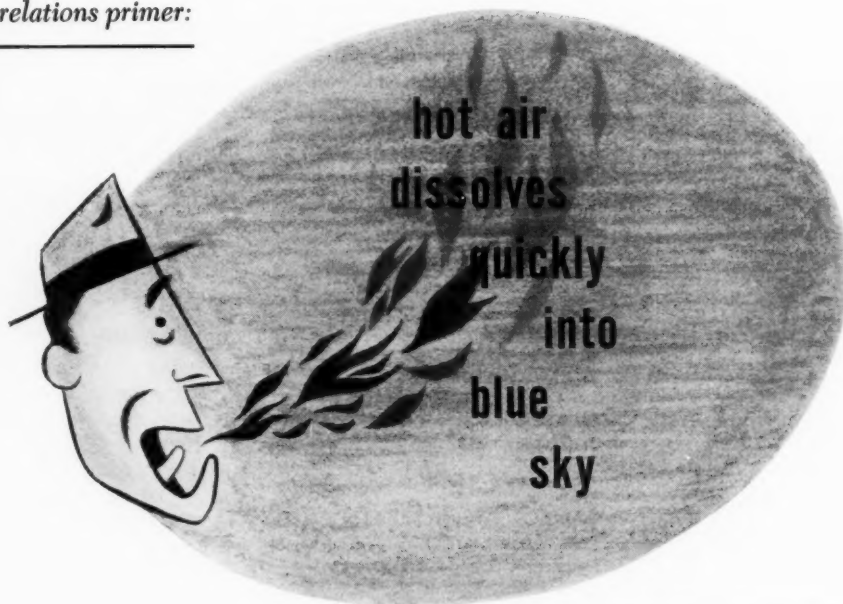
Albert W. Bates • has been appointed account executive with Hill & Knowlton, Inc., New York. He was recently a member of the staff of Whitaker & Baxter, Chicago.

Formation of a new public relations firm, the Eldean-Cain Organization, Inc., with headquarters in Dallas, has been announced by Fred Eldean • president of the Fred Eldean Organization, Inc., New York. Paul Cain • of Dallas, long-time southwestern director of American Petroleum Institute's public relations program and former member of the Fred Eldean Organization, Inc., is executive vice-president and treasurer of the new firm, and will manage the Dallas operation. Keeton Arnett • Eldean's senior associate in the New York organization, will serve as vice president and general counsellor.

PRSA Register Supplement issued

A supplement has been issued which furnishes names of new members who have joined the Society since May 1, 1950, date of publication of the current *PRSA Register*. The additional listing includes only new members and is not cumulative. A new annual edition of the *Register* is scheduled for May 1, 1951 publication.

public relations primer:



the **Wickersham Press inc.**

starr and borden avenues, long island city 1, n. y.

printing with a purpose and a sense of design.

Welcome to new members

The executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership.

Active Membership

Bishop, Marden R.—Director of Public Relations, Willys-Overland Motors, Inc., Toledo, Ohio

Butler, Edward B.—Director of Public Relations, The General Tire & Rubber Company, Akron, Ohio

Crouse, Harriet—Director of West Coast Publicity Operations, Mutual Broadcasting System, Hollywood, California

Dundas, Robert W.—Vice President and Publicity Director, Foley's, Houston, Texas

Dunne, Finley Peter, Jr.—Secretary-Treasurer, American Institute for Foreign Trade, Thunderbird Field, Phoenix, Arizona

Fern, Stewart Everson—Director of Public Relations, Hawaii Visitors Bureau, Honolulu, Hawaii

Flournoy, Lev—Partner, Flournoy & Gibbs, Toledo, Ohio

Gibbs, Philip S.—Partner, Flournoy & Gibbs, Toledo, Ohio

Harper, C. Armitage—Vice President in Charge of Public Relations, Democrat Printing and Lithographing Company, Little Rock, Arkansas

Henderson, Wilfred J.—Public Relations Manager, Swift Canadian Company Limited, Toronto, Ontario, Canada

Hicks, Douglas B.—Assistant to the President and Account Executive, Max H. Jacobs Agency, Houston, Texas

Hornbein, Leonard—Publicity Director, Famous-Barr Company, St. Louis, Missouri

Knapp, Charles J.—Public Relations Representative, Missouri-Kansas-Texas Railroad, St. Louis, Missouri

Laughlin, William Richard—Chairman of the Board, Wilhelm-Laughlin-Wilson & Associates, Houston, Texas

Logan, Charles E.—Partner, Burnett & Logan, Chicago, Illinois

Lynn, Gerald T.—Vice President, Theodore R. Sills and Company, New York, N. Y.

Miller, Harold Blaine—Director, Department of Information, American Petroleum Institute, New York, N. Y.

Monaghan, Patrick—Manager, Public Relations, Hotpoint, Inc., Chicago, Illinois

Murray, I. Mildred—Partner, Pendray & Company, New York, N. Y.

Spindler, Howard L.—Director of Public Relations, American Radiator & Standard Sanitary Corporation, Pittsburgh, Pennsylvania

Trenbeth, Richard P.—Assistant to Director of Public Relations, Northwestern University, Evanston, Illinois

Vogel, Christopher C.—Associate in Public Relations, Ethyl Corporation, New York, N. Y.

Winslow, Ralph—Director of Public Relations, Koppers Company, Inc., Pittsburgh, Pennsylvania

Associate Membership

Chase, Elizabeth C.—President, Attitudes, Inc., Ho-Ho-Kus, New Jersey

Ehrenreich, Bernard A.—Executive Director, St. Louis-St. Louis County Chapter, National Foundation for Infantile Paralysis, St. Louis, Missouri

Gow, Jack—Public Relations Representative, Tide Water Associated Oil Company, New York, N. Y.

Patillo, Leonard S.—Publicity Director, Houston Chamber of Commerce, Houston, Texas

Ward, Quaife M.—Executive Manager and Secretary, Illinois Chain Store Council, Inc., Chicago, Illinois

MEMBERSHIP APPLICATIONS SHOULD BE COMPLETE

The PRSA Eligibility Committee has requested all members who sponsor new applicants for Society membership to assure that the form is completely filled out before it is signed and forwarded by the sponsor.

The Committee is particularly interested in having as much information as possible furnished on Page 3 of the form, where space is given for reporting information on background and experience of the candidate in public relations duties.

If applicant lives in a city where there is a Society chapter, his papers must be processed through the chapter by sponsors and receive chapter approval, before being forwarded to national headquarters.

Be sure application forms are signed by applicant, and both sponsors, and dated.



Great... for a guy with ten thumbs!

● Of all the mean little piddling jobs... do you know any worse than separating little postage stamps, licking and sticking them on?

● The postage meter *prints* postage, any amount needed in one stamp, for any kind of mail—even parcel post. Prints a dated postmark, with a small advertisement (optional), seals the envelope flap at the same time.

● The meter is set by the postoffice for as much postage as you want to buy... protects your postage from loss or misuse. Visible register; show postage on hand, and postage used.

● There's a postage meter for every office and shipping department. Ask the nearest PB office to show you the model you need... or send coupon for free booklet.



New Desk model.



PITNEY-BOWES Postage Meter

World's leading makers of mailing machines... offices in 93 cities...

PITNEY-BOWES, Inc.
3263 Pacific Street,
Stamford, Conn.

Please send free booklet on the DM.

Name _____
Firm _____
Address _____



Lighted window, late at night...

The Bakers' bridge foursome broke up some time ago... The neighborhood Juliet made a triumphant and unmuffled return home in her Romeo's hot rod... The local dogs have let out their last duty barks and subsided... The long drawn, mournful hoo-hooooo of the midnight express has dwindled in the distance...

Locust Street sleeps soundly in the sooty dark and the hushed stillness...except for a single lighted window.

IN THE room with a lighted window, Bill Jones is reading a magazine he brought from the office.

When he arrived home with it, Mrs. Jones resigned herself to missing the second show at the Bijou. The older Jones boy figured he could get the family car without an argument, and did. The

young kids recognized Dad's Not To Be Disturbed night...and they all kept quiet.

After dinner, Bill went up to the room where he has a desk, likes to work or think something out.

For several hours he has been working with his magazine...thinking about automatic machinery and alcoholism, daughters marrying and deficit financing, Congress, cortisone, Oregon industry and investment trusts, the Soviet food supply, personality traits, public school systems, raising risk capital, railroads, Europe's cartels, employee aptitudes, military schools, mustaches, the baby crop and Buffalo Bill.

By midnight he downed a few of his doubts, secured a new slant on a personal problem, refilled his idea file, and feels better when he goes to bed.

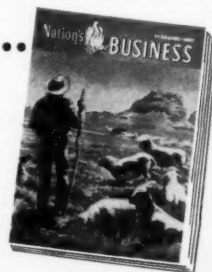
BILL JONES is an American stereotype, as taken for granted as our shade trees and Saturday off,

UPSIDE DOWN ECONOMICS... Business men normally worry more about demand than supply...but the thinking must be reversed in a defense economy. "Armed America: A New Era Begins," by Sumner H. Slichter.

TIPS ON TIPPING... March of progress has upped usual 10% tips to 15%..."Tips, Incidentals, Etc." by Carlisle Barger.

PIXIE'S PIX... Grover Anderson, age eight, pulls smart switch on the big city reporter—and keeps the mystery in the family closet inviolate...fiction, "A Skeleton Named Lily," by E. R. Castle.

AND A DOZEN OTHER fine features for businessmen...including Management's Washington Letter...in the February issue of Nation's Business.





paychecks and permanent waves... a business man.

His forebears were pioneers, arrived from England in the seventeenth century or Trieste in the twentieth . . . people who took a chance on a new life.

He is taller, better fed, had more schooling, lives better than his parents. His kids are ditto, cost more, expect more, are not entirely aware of their advantages.

Without family backing or influential friends, Bill started at an ordinary, low paid job. Over the years he became a cog in a big corporation, or a competent specialist, or owner of some smaller business concern.

His high level of income and influence are due to his own efforts and a break or two . . . because he contributes to our peculiar economy which provides orange juice, unemployment relief, hot water, college courses, automobiles, parity prices and Bing Crosby for an incredibly large portion of our large population.

WHAT BILL contributes, though his wife and most wives rarely understand, is *himself* . . . the reading, study, thinking, planning after business hours, which equip a man to contribute more.

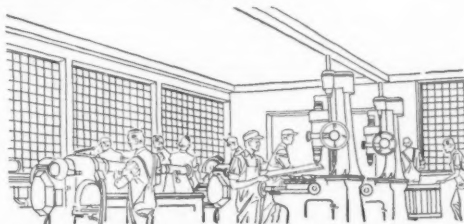
Because business is not merely a matter of making money, but of imagination, inspiration, ideas . . . getting people to do things, and to like what they're doing . . . getting the customers to like what's been done.

With a wife, and women help and customers, he has to be interested in what interests women.

With children, his interests include education, PTA, playgrounds, speed laws, Sunday school, velocipedes, vacations, dances and Donald Duck.

With a home and possibly owning property, he is interested in grass seed, oil heat, deep freezers, police protection, zoning laws, local government, community affairs.

He is a citizen of a country which has gone through the most expensive war in history, gives handouts to half the world, spends one-fifth of its income in taxes . . . and he has to be interested in government and foreign affairs!



All of which serves to explain why Bill Jones' magazine, *Nation's Business*, is concerned with more than the mere mechanics of business . . . concerned with everything that interests or affects the business man.

And also why this magazine is interesting enough to business men that they pay \$15 in advance for three-year subscriptions.

And why this magazine interests more business men—has 700,000 circulation, nearly twice that of any other business publication!

And why *Nation's Business* reaches more of the business market—more big business and small—than anything in its field . . . offers advertisers the most effective and economical access to this huge market.

Any *Nation's Business* office can tell you more about the opportunity in this medium.

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND,
SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

Chapter News

(Continued from Page 24)

trial accounts, was the principal speaker. Mr. Dowling was in Hawaii developing the script for a new film which will depict the techniques used in breeding new varieties of sugar cane by the Hawaiian Sugar Planters' Association Experiment Station.

"A new sound and color employee relations film, completed late this year for the Hawaiian sugar industry, 'Mill Wheels Rolling,' was the first conference presentation. The film is unique in that provision is made to insert local sequences in a production made for the entire industry. The film was produced entirely on the 28 sugar plantations of Hawaii. However, as the plantations are located on four major islands it was felt desirable to use a sequence showing additional scenes on the individual islands. Some companies have had local sequences made for individual plantations. An additional development in the use of the film has been the preparation of a language version of the narration on a tape recording. The film is run in silent form for groups who do not speak English well. A tape playback machine is synchronized to the projector to furnish language narration.

"A color and sound film strip, made from a series of 35mm color transparencies, was

demonstrated as a practical, yet inexpensive, way to make training, safety or employee relations films.

"A black-and-white film strip showing the 'Milling of Hawaiian Sugar Cane' was screened as a typical school training aid. Manuals for several such school aids now in use locally were studied by the public relations group.

"A round-table session followed on visual aids for all types of industrial and business activities.

"Hawaii is probably using visual aid tools as extensively as any mainland area, according to chapter officers. The chapter conference on this subject attracted considerable interest."

NEW YORK CHAPTER

January 18th meeting of the New York Chapter had as speaker, Dr. George Baehr, President, Health Insurance Plan for Greater New York, who spoke on "National Compulsory Medical Insurance — and the Alternatives."



Dr. Baehr

City desk goes calling

Taking a new approach in its program of continuing self-education, the public relations division of The Glenn L. Martin Company, Baltimore, Md., aircraft manufacturers, recently turned the tables and invited the press in to talk instead of listen. Two veteran newsmen, Max Fullerton, Associated Press Bureau Chief for Maryland, Virginia and West Virginia and Edwin P. Young, City Editor of *The Baltimore Sun*, took over as teacher-moderators for half-day

clinics on newscaptures and effective publicity writing. They used such devices as analyzing a day's output of Associated Press Wirephoto to show what pictures "make" the papers and why. The Martin Company's own press releases and publicity photos for the preceding eight months were reviewed and criticized. Included in the audience were Martin photographers and their supervisors and Public Relations secretaries and stenographers, as well as the writing staff.



Wind-up of an all-day publicity writing-news photograph seminar for the public relations staff at The Glenn L. Martin Company, Baltimore, Md., shows PRSA member Richard W. Darrow (seated top right, pointing), Martin Director of Public Relations, commenting as Max Fullerton (head of table, holding picture), veteran Associated Press Bureau Chief, and Edwin P. Young (head of table, facing Darrow), co-moderators of the meeting, discuss news pictures.

WASHINGTON, D. C. CHAPTER

E. Cleveland Giddings, Vice President, Capital Transit Company, was elected Chapter President, succeeding Oscar H. West, at the annual meeting of the Washington, D. C. Chapter, held December 14 at the National Press Club. Mr. Giddings had been serving as Chapter Vice President, and he was succeeded in the latter capacity by Walton Onslow, President, Walton Onslow & Associates.

M. O. Ryan, Manager, Washington Office, American Hotel Association, was reelected Secretary-Treasurer. Directors chosen include Mr. West; Walter W. Belson, Director of Public Relations, American Trucking Associations, Inc.; Osgood Roberts, Director, Public Relations Division, National Military Establishment, Office of the Secretary of Defense; Paul L. Selby, Executive Vice President, National Consumer Finance Association; and Ludwig Caminita, Sessions & Caminita, public relations.

Mr. Ryan was reelected to the national Board of Directors of PRSA, representing the Chapter. Under Chapter By-Laws, Directors of PRSA are ex-officio members of the Board of Directors of the local Chapter, so Richard B. Hall, Richard B. Hall & Associates, automatically became a member of the local board.

The Chapter meeting was devoted to discussion of the 1950 annual public relations conference, and considerable thought was given to the possibility of entertaining the 1951 national conference in Washington.

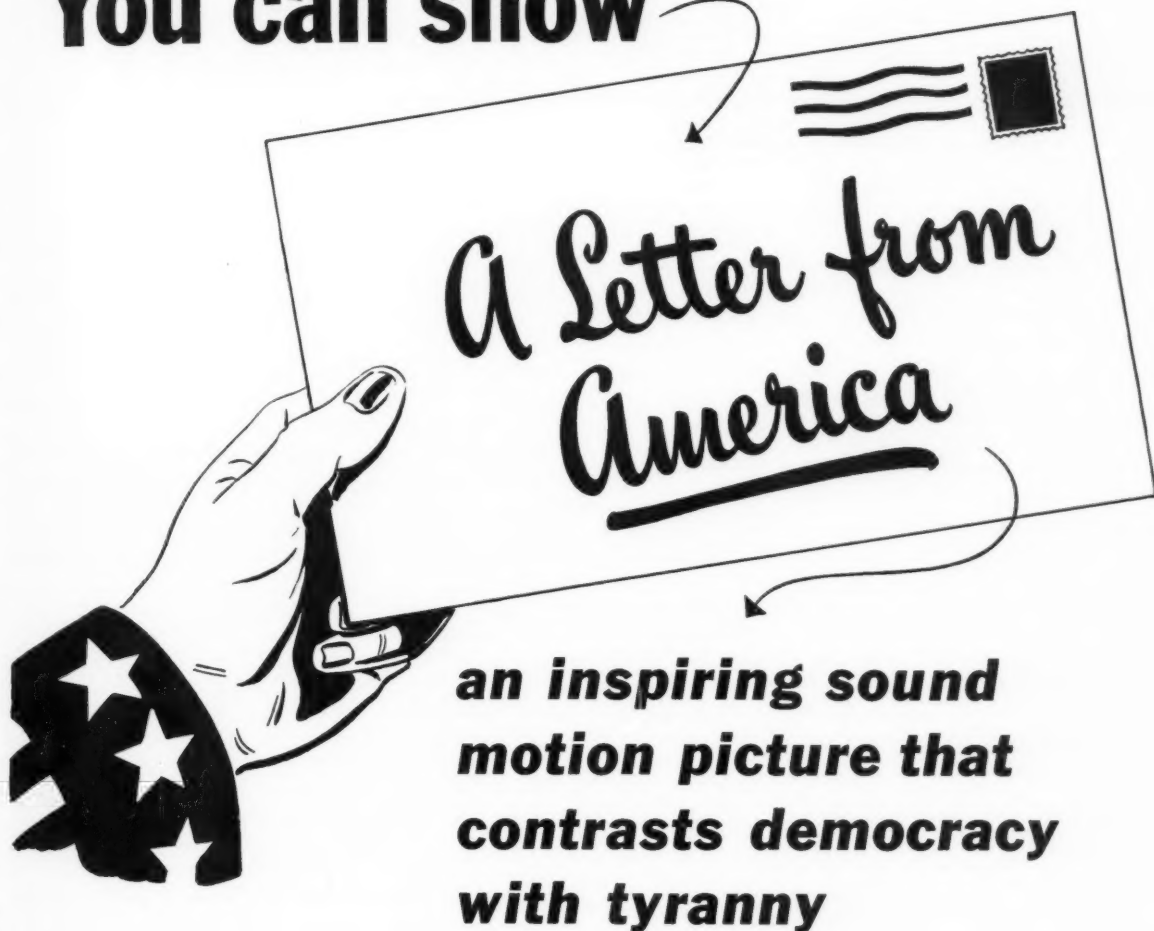
NEW PRSA MEMBERS ELECTED DURING 1951

HAWAII CHAPTER	1
HOUSTON	2
MEMBERS AT LARGE	1
TOTAL	4

DO YOU NEED PERSONNEL? ARE YOU AVAILABLE FOR A NEW JOB?

A JOURNAL classified advertisement will be read by public relations leaders throughout America, and in 11 foreign countries. In addition, top management leaders are turning more and more to the JOURNAL as the leading, authoritative public relations medium for leadership and action.

You can show



**an inspiring sound
motion picture that
contrasts democracy
with tyranny**

HERE is a powerful film that rightly deserves to be shown as part of the public relations programs now being conducted in many communities and plants to help people appreciate the blessings of America. It is yours for the asking.

"A Letter from America" draws a sharp, graphic contrast between the two dominant ways of life in the world today—totalitarian tyranny and American freedom.

It tells the story of Karl, a foreign-born worker who finds liberty in America such as he never knew before—a liberty he vividly describes to his people in the "old country" in a letter from America.

The story is told in a simple, heart-warming style that dramatically portrays the advantages shared by all Americans—in a way that even teen-agers and unskilled workers can understand.

GOODYEAR

THE GREATEST NAME IN RUBBER

The film stars George Niese and an able supporting cast. It is 16 mm., black and white, and takes 32 minutes to show. Sponsored by The Goodyear Tire & Rubber Company as a public service, it is loaned free of charge to clubs, societies, industrial and civic groups. Write for it today—it will make you think.

**LOANED
FREE**
Mail this coupon
today

Mr. C. W. Partridge,
Public Relations Dept.,
The Goodyear Tire & Rubber Co., Inc.
Akron 16, Ohio.

Kindly send me on loan your 16 mm. film "A Letter from America" for showing on _____ date desired.
Alternate date: _____

Name _____

Title _____

Firm _____

City _____ State _____

Editor's Desk

The material commented on below is drawn from the daily flow of members' mail through national headquarters office. Space limits mention to a very few examples of excellent PR developments. It is assumed that copies of such material are available free to other PRSA members, unless the JOURNAL is advised otherwise. Where there is a charge, the price is given. Are we seeing your publications regularly?

Are Your Public Relations Showing? is the title of a factual booklet prepared by Cassidy & Renneisen, public relations counselors of Louisville, Kentucky. Illustrated with marginal line cuts the readable presentation presents in 1-2-3 fashion the aims of the partners "we explain briefly just what we do . . . and what we do not do." Other members may wish to write for a copy (1218 Heyburn Building, Louisville 2, Ky.).

★ ★ ★

Byer & Bowman, Columbus, Ohio, advertising agency, has prepared a brief history of signs and symbols down

through the ages for its client, Neon Products, Inc., Lima, Ohio. Some interesting background stuff for your source file in the booklet.

★ ★ ★

National Publicity Council for Health and Welfare Services, Inc., New York, has added another book to its "How-To-Do-It" series titled *Public Relations Programs*. The Council (founded in 1922), is a non-profit clearing house of information on public relations and public education work of community-serving organizations, with the broad objective of helping these organizations reach complete public acceptance. Services of the Council are available on a membership basis to organizations and individuals. PRSA member (Mrs.) Sallie E. Bright is executive director. The booklet sells for \$1.00. (257 Fourth Avenue, New York 10.)

★ ★ ★

In its January issue, B-B-B News, published by The Association of Better Business Bureaus, urges businessmen to use B-B-B services as a public relations tool in building public confidence.

★ ★ ★

Committee on Public Relations, National Association of Purchasing Agents (11 Park Place, New York 7) has just published a public relations manual for district and local association PR committees. Qualifications, aptitudes and screening of association members who plan the community-level PR approach are treated, and a definition of public relations attributed to PRSA member Charles C. Carr is given as a prelude to discussion of the publics, the story, the media and the challenge to association members in such efforts.

★ ★ ★

The Daniel and Florence Guggenheim Aviation Safety Center was established at Cornell in September, 1950 by The Daniel and Florence Guggenheim Foundation. Its purpose is to foster the improvement of aviation safety through research, education, training and the dissemination of safety studies to the in-

dustry—to make flying the safest form of transportation. Dr. G. Edward Pendray, JOURNAL Editor, is consultant to the Foundation, and PRSA member Whitman Daniels is Assistant to the President in charge of public relations, Cornell University.

★ ★ ★

According to recent studies by The Psychological Corporation, New York, the people do not share government's fear of big business and strongly feel that large companies should be encouraged or let alone. In another current study 50% of the respondents in 124 cities asked for more businessmen in Washington, only 8% wanted professional politicians.

PRSA Cooperation with NPA

(Continued from Page 20)

partment programs. This development came about at the instance of an invitation extended recently by the Honorable Edward W. Barrett, Assistant Secretary of State for Public Affairs, to officers of the Society for such cooperative support. The request was reiterated at the PRSA Annual Dinner on December 4, when Secretary Barrett was guest speaker.

At least one other department or agency of the national government is presently seeking a method of joint operation with Society support for furthering national programs in the interest of the mobilization and defense effort, and further issues of the JOURNAL will report developments.

PRSA's Public Relations Defense Advisory Board consists of the following members, in addition to Chairman Wright: G. Stewart Brown; Edgar S. Bowerfind, Director, Public Relations Department, Republic Steel Corporation, Cleveland; Caroline Hood, Director of Public Relations, Rockefeller Center, Inc., New York; Ed Lipscomb, Director of Public Relations, National Cotton Council of America; Thomas J. Ross, Ivy Lee and T. J. Ross, New York; Abbott Washburn; William G. Werner, Manager, Division of Public Relations, The Procter & Gamble Company, Cincinnati; and Russell Wilks. President Milton Fairman and Executive Vice President Robert L. Bliss are ex-officio members of the Advisory Board.

**PATRONIZE
JOURNAL ADVERTISERS**

COLLECTOR'S ITEM . . .

Does your library have a full set of PUBLIC RELATIONS JOURNAL back issues?

This valuable source reference may never be available again. While they last (only 4 issues missing) 1945-1950 \$60.00

PUBLIC RELATIONS JOURNAL

525 Lexington Avenue
New York 17, New York

Motion Picture Coverage

Many years experience filming stories in Europe, Middle East, South America for Major Newsreels and Public Relations Programs.

•
Assignments handled on daily or weekly basis.

•
Complete Camera Equipment.

FRED PORRETT

106 WASHINGTON PLACE
NEW YORK 14, N. Y.

Chelsea 2-7014

The care and feeding of

MR. WU...

Mr. Wu, a Chinese gentleman, came into the Hotel quite late one recent evening. He wanted a night's lodging. We were hosting a large convention . . . "bulging at the seams", so to speak, and the room clerk had been saying the polite things that room clerks have to say to people when there just *isn't* another room in the house. You perhaps know the experience . . . can understand how miserable it must make the room clerk . . . to have to say "sorry, but we're full".

But Mr. Wu . . . somehow he seemed so tired . . . a little helpless, maybe . . . because he spoke scarcely any English. Here he was in a strange city . . . travel-weary . . . it was late. And we knew from earlier inquiry that there weren't any accommodations at the other hotels.

The room clerk hesitated. He just couldn't shake his head to Mr. Wu. He remembered that our publicity office . . . Room 352 . . . was closed for the night . . . a bed could be rolled into the office, and maybe the publicity folks would understand next morning, and sort of wait around until Mr. Wu could have a good night's rest.

"Front," spoke the room clerk. "Show Mr. Wu to Room 352."

* * *

It was 3 o'clock the next afternoon when Mr. Wu re-appeared in the lobby. But in the meantime, our publicity folks had been headed off and routed temporarily into the manager's office . . . our housekeeper had posted a "Do Not Disturb" sign on Room 352 . . . our chief operator had been alerted that Room 352 might need special attention, an interpreter, a

valet, food in his room . . . the hotel manager was briefed, so that he might stand ready to assist with Mr. Wu's personal or business requirements.

* * *

Mr. Wu gave us a chance to "go to town". We did furnish an interpreter, who showed up promptly . . . we got through a call, long distance, to a distant Far Eastern station in jig-time (the connection was clear as a bell) . . . we discovered and prepared his favorite luncheon dishes (which made Chef Feve happy as a lark) . . . we sent him on his way freshly-pressed and laundered in a few short hours. Our publicity people cooperated too, and discreetly refrained from publicizing Mr. Wu's presence in the Hotel when they learned he wanted it that way.

* * *

We're delighted to accommodate the Mr. Wus who travel the globe and who, from half 'round the world, visit us at The Shamrock. We like to rise to an occasion . . . like to feel we meet it as smoothly and effortlessly as we go about more routine chores. We like to think Mr. Wu came to us late one night because he had heard about us . . . knew that, whatever else, The Shamrock would do its level best to make him comfortably welcome.

* * *

P. S. We later learned that Mr. Wu (that was not really his name) was a high official of his government, traveling swiftly and quietly on important international business. We believe he left us content . . . at any rate, he shook hands with the doorman as he stepped into his cab.

A Shamrock Short Story

An Advertisement of The Shamrock, Houston.

POSTINGS

The By-Laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.

Active Membership

Edward F. Baumer, Director of Public Relations, The Prudential Insurance Company of America, Prudential Square, Los Angeles 54, California. Sponsors: Ned Wiener and Burns W. Lee.

Holmes M. Brown, Director of Public Information, Colonial Williamsburg, Goodwin Building, Williamsburg, Virginia. Sponsors: William Ellyson, Jr., and Robert S. Peare.

Edwin D. Dodd, Public Relations Director, Owens-Illinois Glass Company, P. O. Box 1035-36, Toledo 1, Ohio. Sponsors: Paul W. Kieser and Philip B. Niles.

William D. McAdams, Consultant, William D. McAdams, Public Relations, 815 - 17th Street, N.W., Washington 6, D. C. Sponsors: Clem Whitaker and Leone J. Baxter.

Charles Edward Parker, President, Central Surveys, Inc., Shenandoah, Iowa. Sponsors: Harold J. Rowe and Elijah P. Lovejoy.

Norman Siegel, Studio Director of Advertising and Publicity, Paramount Pictures Corporation, 5451 Marathon Street, Hollywood 38, California. Sponsors: Burns W. Lee and Irvin Borders.

Carroll Van Ark, Public Relations Consultant, 1050 South Broadway, Denver, Colorado. Sponsors: Thomas J. Gilliams and William R. Baker.

Associate Membership

Clayton B. Peterson, Director of Public Services, Carthage College, Carthage, Illinois. Sponsors: George C. Reitingier and Russell G. Creviston.

The Society headquarters would like to secure the following issues of the **PUBLIC RELATIONS JOURNAL** for its library. If you have extra copies available, please notify National headquarters.

November 1945

August 1946

CHASE NAMED AIDE TO WILSON



W. Howard Chase has been appointed assistant to Charles E. Wilson. He will advise the Office of Defense Mobilization on information policy. Chase is on temporary loan from the General Foods Corporation where he is director of public relations. He has been serving since September as assistant to William Harrison, administrator of the National Production Authority, and advisor to Charles Sawyer, Secretary of Commerce.



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☛ If you want to bring order into your salesmen's calls by procuring definite sales leads . . .

☛ If you have a dealer-distributor promotion problem . . .

☛ If you want to test out new markets through dependable mail research . . .

☛ If you want better results from direct advertising and sales promotion . . .

You should have this ☛ ☛ Booklet



YOU probably have heard of Dickie-Raymond. You may know something about what we do. But you should know the whole story . . .

Dickie-Raymond, you see, is a *different* kind of service. For 29 years we have specialized exclusively in sales promotion and direct advertising. We design and write letters, booklets, folders and other material. But the important thing is the long and broad experience we have had in helping companies achieve big sales objectives. This knowledge of methods, techniques and promotional strategies that have brought success to others, could be of great value to you and your business.

It's important for you to know why there is no overlap between Dickie-Raymond's work and the service of your regular advertising agency. You ought

to be acquainted with the different working arrangements that Dickie-Raymond offers, and the basis on which fees are set. You should know more about all the different things we do to help sales and advertising executives improve results, how we operate, the important companies we work for—some for over 20 years.

All this information is contained in the booklet illustrated above. If you have problems connected with selling to selective markets, and would like a copy, simply fill in the coupon, attach it to your business letterhead, and mail. If you telephone, we'll mail one to you, too.

Please mail me a copy of your booklet "Short Cut to More Sales," describing Dickie-Raymond services.

Your Name _____

Title _____

Please attach to your business letterhead and mail to
DICKIE-RAYMOND, INC.

521 Fifth Ave., New York 17 or 80 Broad St., Boston 10

PR

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Dickie-Raymond

*Merchandising and Sales Promotion Counsel
Direct Advertising*

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MURRAY HILL 7-3360 HANCOCK 6-3360

THE HOPPER

Public relations abroad

...I am grateful to you for the very great help and the kind welcome you offered me while I was in the United States. The material you gave me is extremely interesting and I wonder whether it would be possible for us to get your JOURNAL in order to be kept informed of the activity of your Society; that would enable us to make known to our members Public Relations developments in the USA.

J. MILHAUD

Delegue General
Cegos
Commission Generale
D'organisation Scientifique
Paris, France

One of the outstanding developments in this country during recent years, especially during the year 1950, has been the broader interpretation of the American way of life to the German public. American methods of advertising and the American principles of public relations played an important role...

DR. CARL HUNDHAUSEN
Essen-Bredeney, Germany

In Japan, lately, public relations has attracted a keen attention in various circles and the necessity of the study of the problem has become imperative. But, unfortunately, the data and materials being scarce, we find it difficult to study the problem quite thoroughly.

We should be much obliged if you would teach and lead us for the study of this most important problem which will surely help to reconstruct Japanese society at large.

It would be a great inspiration if you would kindly tell us your activities and accomplishments on PR in the U.S. Before long we expect to form an organization here in Japan such as your PRSA.

SHINJIRO KITAZAWA, Ph.D.
President, Japan Industry and Trade
Research Institute
Toyko, Japan

I read with very great interest your excellent review of Mr. Neugent Wedding's paper on public relations in business. Since public relations is still in an

embryonic stage in India, I have to depend very largely on printed material from the States to keep abreast of the latest developments in PR techniques. Knowing your organization's ceaseless effort to promote a higher standard of work among public relations men, I am encouraged to request that you send me a copy of Mr. Wedding's paper for my reference; also a list of recent books and brochures or other publications on public relations which you think I may read with profit.

M. CHATHEIP

Public Relations Manager
Standard-Vacuum Oil Company
Bombay No. 1, India

Editorial page—a favorite

I want to congratulate you on the great improvement in the JOURNAL. Your editorial page really has punch to it. It is one of my favorite departments of the magazine.

R. FULLERTON PLACE

Public Relations Counsel
St. Louis, Missouri
(President, St. Louis Chapter, PRSA)

The article by Claude L. Alexander (December JOURNAL) is the most brilliantly written article that I have read in our field of endeavor.

W. R. CUMERFORD

President
Cumerford, Inc.
Kansas City, Missouri

Pudding Proof

Gentlemen:

I only got one answer to my ad in the PUBLIC RELATIONS JOURNAL—but this is the result. (He enclosed release announcing his new job—editor.) It's a great magazine. Many thanks for your interest and assistance.

(Name in PRSA files)

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for association program in Wisconsin of employee communication and community public relations.

Must be experienced in both fields.
Salary \$6500-\$7500. All replies confidential.

Write detailed information to

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When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 525 Lexington Avenue, New York 17, N. Y.
Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

PUBLIC RELATIONS MAN

Wants part in direction and coordination of public relations activity for progressive industry—house magazine editing, community, employee, stockholder relations, general publicity. Promotion minded. 30 years old. Veteran. No Reserve status. Married. Prefer Eastern Region. Resume available. Box S-2.

PUBLIC RELATIONS TRAINEE

Former St. Pete Times city desk man, now doing travel promotion with major oil co. Two years' PR experience in war service, background in printing and purchasing. BA in Jour., Rutgers, 1949. Own car, married, 32, draft-exempt, N. Y. C. resident. Box L-2.

PUBLIC RELATIONS MAN AND PUBLICIST, former business magazine Managing Editor, is available about 20 hours weekly. Box F-2.

BROAD EXPERIENCE all phases community and human relations with top industrial organizations. Cornell and Harvard training. Box A-2.

Office Space Wanted

OFFICE SPACE WANTED—national public relations organization with small staff needs minimum 750 square feet—2 private offices, workroom, reception area—central Manhattan, between Lexington and Fifth Avenues, 42nd and 52nd Streets. Would consider sub-lease within larger area, provided separate reception and entrance facilities. Yearly lease basis. Box G-2, JOURNAL.

INDEX TO ADVERTISERS

Dickie-Raymond	31
Goodyear Tire & Rubber Co.....	27
Lind Brothers	30
National Cotton Council.....	3rd cover
Nation's Business	24 & 25
Newcomb & Sammons.....	28
Pitney-Bowes, Inc.	23
Fred Porrett	28
Shamrock Hotel	29
Wickersham Press	22

COTTON "FERRYBOAT"



A CANVAS COT TURNED UPSIDE DOWN AND WRAPPED IN A **WATERPROOF COTTON TARPAULIN** MAKES IT EASY TO TRANSPORT **6** MACHINE GUNS AND AMMUNITION ACROSS RIVERS, STREAMS AND LAKES WHILE SOLDIERS CROSS ON THEIR OWN **RUBBERIZED COTTON FABRIC FERRY...**

COTTON is thought of primarily as a fiber. Cotton is also feed.

As protein, fed in balanced livestock rations, cottonseed meal production in 1949 was equivalent to 233,000,000 bushels of corn or other grain . . . enough to sustain 7,959,600 dairy cows producing 17 billion quarts of milk, or to fatten 11,939,000 beef cattle producing 2.2 billion pounds of meat.

As roughage feed, cottonseed hull production was equivalent to 2,800,000 tons of corn silage.

America's defense goals demand increased quantities of food, feed, and fiber. Cotton is America's only crop which produces all three. In agriculture or out, it is the only fiber which can increase production significantly in one year.

We want the country's leading PR men to know these facts about the country's leading fiber.



THE PHILADELPHIA QUARMASTER DEPOT IS ONE OF THE WORLD'S LARGEST FLAG FACTORIES... MAKING MOST OF THE ARMY'S FLAGS, GUIDONS AND BANNERS... WITH FINEST **COTTON** YARNS GOING INTO FLAG FABRICS...

NATIONAL COTTON COUNCIL

EVERY U. S. Fighting Man Uses Cotton EVERY DAY

PROFESSIONAL STANDARDS *for the* **PRACTICE OF PUBLIC RELATIONS**

AS MEMBERS of the PUBLIC RELATIONS SOCIETY OF AMERICA, we subscribe to the belief that inherent in the practice of public relations is the obligation of a public trust which requires fulfillment of these principles:

1. Objectives which are in full accord with the public welfare as well as the interests of our clients or employers;
2. Accuracy, truthfulness and good taste in material prepared for public dissemination and in all other activities sponsored, participated in or promoted, whether as independent public relations counsel or as officer or employee of a trade association, company or other organization or group;
3. Standards of practice which preclude the serving of competitors concurrently except with the full knowledge and consent of all concerned; which safeguard the confidential affairs of client or employer even after termination of professional association with him and so long as his interests demand; and which, with full regard for our right to profit and to advance our personal interests, nevertheless preserve professional integrity as the primary concern in our work;
4. Cooperation with fellow practitioners in curbing malpractice such as the circulation of slanderous statements or rumors, the concealment from clients or employers of discounts or commissions, or any other information to which they are entitled; and deliberate distortion or misrepresentation for professional gain or competitive advantage;
5. Support of efforts designed to further the ethics and technical proficiency of the profession and encourage the establishment of adequate training and education for the practice of public relations.

We realize full well that interpretation of a Code of Ethics becomes a matter of personal judgment in many instances, but we hold that a sincere effort to implement the spirit of the above principles will assure professional conduct of credit to the profession and honest service to clients and employers.



PUBLIC RELATIONS SOCIETY OF AMERICA

Adopted by the membership December 4, 1950

